

Service Restructure Process Management Guide

HR Services
16 May 2018

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OVERVIEW AND PURPOSE

The aim of any restructuring exercise is to achieve service improvements whilst delivering identified efficiencies. This guide provides an overview of the process involved in conducting a service restructure and covers the key phases from initial planning to implementation and consolidation. The primary purpose is to ensure that a corporate and uniform approach is followed which identifies the people involved in the process, specifies roles and remits and outlines the relevant stages at which management/human resources and trade union involvement is appropriate.

The guide covers the 5 key stages involved in conducting a restructure:

1. Planning & Preparation
2. Consultation
3. Implementation
4. Consolidation
5. Redeployment Process

The guide assumes that a Lead Officer (normally the relevant Service Manager) will be nominated to lead on a review/restructuring of a service. Model templates and procedural checklists are appended to the guide to assist in undertaking the sub tasks and activities at each of the four stages.

The document should be read in conjunction with the council's Guide to Workforce Planning, the Workforce Management Policy and Procedure, the Trade Union Consultation Protocol and the Managers Guide on the Use of Fixed Term Contracts.

KEY PROCESSES AND ACTIVITIES

STAGE 1 - PLANNING AND PREPARATION		
Business Case & Project Plan	Action By	Supporting Documents / Relevant Policy
<ul style="list-style-type: none"> • Review existing structure and consider the changes required to deliver the required service improvements and efficiencies 	Lead Officer supported by Senior HR Business Adviser	<ul style="list-style-type: none"> • Workforce Planning Guide
<ul style="list-style-type: none"> • Review existing job outlines and update as necessary to ensure that they accurately reflect roles currently being undertaken by employees 	Lead Officer supported by Senior HR Business Adviser	
<ul style="list-style-type: none"> • Conduct Equality Impact Assessment on proposed changes 	Lead Officer	<ul style="list-style-type: none"> • Equality Impact Assessment Guidance
<ul style="list-style-type: none"> • Notify relevant employees in advance of the intention to review the service 	Lead Officer	

STAGE 1 - PLANNING AND PREPARATION		
Business Case & Project Plan	Action By	Supporting Documents / Relevant Policy
<ul style="list-style-type: none"> • Prepare draft proposed structure • Verify potential cost/ savings implications • Prepare business case including timescales for implementation • Obtain CMT/EMT/Depute Chief Executive approval as required 	<p>Lead Officer supported by TYC Team</p> <p>Lead Officer /FMU</p> <p>Lead Officer supported by TYC Team</p> <p>Lead Officer/ Head of Service</p>	<ul style="list-style-type: none"> • Service Restructure – Business Case Template (Appendix 1) • Service Restructure Checklist (Appendix 2)
Job Outline Review & Preparation	Action By	Supporting Document / Relevant Policy
<ul style="list-style-type: none"> • Create draft job outlines for new posts or posts that will be changed under the revised structure • Prepare draft job evaluation paperwork • Arrange sign off of job evaluation paperwork • Arrange tentative dates for job evaluation panel 	<p>Lead Officer supported by Corporate Transformation Project Team (CTPT)</p> <p>Lead Officer supported by CTPT</p> <p>Lead Officer supported by CTPT</p> <p>Lead Officer supported by CTPT</p>	<ul style="list-style-type: none"> • Job Evaluation Managers Guide • Job Evaluation Questionnaire • Job Evaluation Request
Pre-Consultation Preparation	Action By	Supporting Document / Relevant Policy
<ul style="list-style-type: none"> • Handover by Corporate Transformation Project Team • Scoping Exercise and baseline preparation of Employee Migration Record • Preparation of consultation documentation including Consultation Presentation 	<p>CTPT, Lead Officer, Senior HR Business Adviser</p> <p>Lead Officer, Senior HR Business Adviser</p>	<ul style="list-style-type: none"> • Employee Migration Template

STAGE 2 – CONSULTATION		
Initial Trade Union Consultation Meeting	Action By	Supporting Document / Relevant Policy
<ul style="list-style-type: none"> Meet with the trade union(s) to present business case and proposed new structure, including any potential grade changes or displaced employees. 	Lead Officer supported by Senior HR Business Adviser	<ul style="list-style-type: none"> Organisational Change TU Consultation Protocol Council Service Review – Sample Presentation (MyToolkit) Employee Migration Template
Section 188 Compliance	Action By	Supporting Document / Relevant Policy
<ul style="list-style-type: none"> Request completion of monthly Proposed Service Restructure Spreadsheet (via dropbox/objective) Complete Proposed Service Restructure Spreadsheet with details of post titles, grades, names of those affected by any ongoing restructure. Check and verify spreadsheet for accuracy. Confirm to Senior Information Analyst. Complete and send HR1 form to the Insolvency Service. Send copy of completed HR1 return, Proposed Service Restructure Spreadsheet and draft section 188 letter to HR Manager – Policy & Advice Section 188 Letter along with completed HR1 and Proposed Service Restructure Spreadsheet sent to relevant Trade Union with offer of meeting if required. 	<p>Senior Information Analyst – HR Operations.</p> <p>Head of Service</p> <p>Senior HR Business Adviser</p> <p>Senior Information Analyst - HR Operations</p> <p>Senior Information Analyst - HR Operations</p> <p>HR Policy & Advice Manager & Senior HR Business Adviser</p>	<ul style="list-style-type: none"> Section 188 Service Restructure Spreadsheet (Appendix 4) Insolvency Service HR1 Form (Appendix 5) Section 193 TULR Act 1992

Consultation Process	Action By	Supporting Document / Relevant Policy
<ul style="list-style-type: none"> • Meet with all employees affected by the restructure (both as a group and individually where required), using invite letters included in Trade Union Consultation Protocol. Employees should be made aware of the restructure proposals, relevant policy provisions and ability to apply for Early Retirement/Voluntary Severance • Arrange for job outlines and draft grading documentation to be forwarded to trade unions and employees for comment. • Review comments and questions from employees and trade unions (note that several consultation meetings may be required for more complex restructures). • Arrange for finalised job outlines and grading documentation to be forwarded to trade unions and employees for information. • Arrange for grading paperwork to be signed and forward signed grading documentation to the HR Job Evaluation Team for consideration. • Once graded, forward relevant documentation to Chief Executive for sign off. • Once grading process is complete notify the trade unions and employees of the outcome. 	<p>Lead Officer / Senior HR Business Adviser</p> <p>Lead Officer</p> <p>Lead Officer/ Senior HR Business Adviser</p> <p>Lead Officer</p> <p>Lead Officer</p> <p>HR Job Evaluation Team</p> <p>Lead Officer / Senior HR Business Adviser</p>	<ul style="list-style-type: none"> • Workforce Management Policy & Procedure (Section 3) • Council Service Review – Sample Presentation • Communication & Consultation – Employee Issues/Queries Log (Appendix 6)

STAGE 3 – IMPLEMENTATION

Transfer, Matching & Appointment	Action By	Supporting Document / Relevant Policy
<ul style="list-style-type: none"> • Consult with trade unions on pools of employees to be included in the process (top down approach) ensuring consideration is given to the position of employees on fixed term contracts as per the Workforce Management Policy & Procedure • Meet with all employees to consult on transfer and matching arrangements • Undertake the transfer, matching and recruitment of employees into the new structure on a top down basis, taking account of any applications for Early Retirement/ Voluntary Severance • Refer displaced employees to the council’s Redeployment List. • Appoint a Named Person to support employees through the Redeployment Process. • Arrange Monthly Meetings with employees on the Redeployment List • Implement Back Office CHRIS system changes –creation of new posts/reporting lines • Arrange for contractual change documentation to be prepared and forwarded to HR Support Team for processing. • Process contractual changes and confirm changes in writing to relevant employees. 	<p>Lead Officer/ Senior HR Business Adviser</p> <p>Lead Officer/ Senior HR Adviser</p> <p>Lead Officer</p> <p>Lead Officer/ Senior HR Business Adviser</p> <p>Head of Service/Lead Officer</p> <p>Named Person</p> <p>Lead Officer/ HR Operations (Systems)</p> <p>Lead Officer</p> <p>HR Support Team</p>	<ul style="list-style-type: none"> • Workforce Management Policy & Procedure (Section 4) • Managers Guide on the use of Fixed Term Contracts • Service Restructure Process Overview (Appendix 7) • Employee Migration Template • Workforce Management Policy & Procedure (Section 4) • Workforce Management Policy & Procedure (Section 5) • Workforce Management Policy & Procedure (Section 5) • Contractual Change Forms • Employee Migration Template

STAGE 4 – CONSOLIDATION

<ul style="list-style-type: none"> • Review and revise existing processes and working arrangements to reflect new structure as necessary. • Undertake Training Needs Analysis. • Identify and arrange for any development activities. • Review existing employee communication arrangements to reflect new reporting lines • Issue communication brief to customers and other stakeholders as necessary • Evaluate outcome of restructure to determine whether anticipated benefits have been realised. • Review the position of employees on Redeployment List 	<p>Lead Officer</p> <p>Lead Officer</p> <p>Lead Officer/ L&D Adviser</p> <p>Lead Officer</p> <p>Head of Service/ Lead Officer</p> <p>Head of Service/Lead Officer</p> <p>Lead Officer/Named Officer</p>	<ul style="list-style-type: none"> • Workforce Planning Guide
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STAGE 5 - REDEPLOYMENT PROCESS

Initiation of Redeployment Process	Action By	Supporting Documents/Policy
<ul style="list-style-type: none"> Date of implementation of new structure agreed and displaced employees identified* and names forwarded to HR along with an identified 'named person' for each displaced employee. <i>* The redeployment process may already have begun for employees displaced during the restructure process, but the implementation date will trigger the 9 month search period.</i> Issue each displaced employee with redeployment letter and skills and experience profile. Meet with displaced employees on a 1:1 basis to outline the process. Complete and return skills and experience profile. Place displaced employee in temporary alternative work/location (in a role commensurate with current grade) with effect from the implementation date of the new structure. Update employee record in CHRIS and redeployment control log. 	<p>Service Manager</p> <p>Senior HR Business Adviser</p> <p>Senior HR Business Adviser</p> <p>Employee</p> <p>Service Manager</p> <p>Senior HR Business Adviser</p>	<ul style="list-style-type: none"> Workforce Management Policy & Procedure
Search for Alternative Employment	Action By	Supporting Documents/Policy
<ul style="list-style-type: none"> Review vacancy list (prior to it being issued to EMT) to identify any suitable posts for redeployment. Meet with employee to discuss any suitable alternative employment and identify any training or support needs (minimum monthly basis). Complete Named Person Pro- 	<p>Senior HR Business Adviser</p> <p>Named Person</p> <p>Named Person</p> <p>Employee</p>	<p>Named Person Pro-Forma</p> <p>Named Person Pro-Forma</p> <p>MyJobScotland website</p>

<p>Forma and return to HR.</p> <ul style="list-style-type: none"> • Regularly review vacancy bulletin and consider options for alternative employment. • Undertake any relevant training as identified and arranged via meetings with named person. • Discuss/consider any reasons for employee refusal of proposed suitable alternative employment and record details. 	<p>Employee</p> <p>Named Person/Senior HR Business Adviser</p>	<p>Training Calendar</p> <p>Named Person Pro-Forma</p>
<p>Interview/Appointment Process</p>	<p>Action By</p>	<p>Supporting Documents/Policy</p>
<ul style="list-style-type: none"> • Arrange priority/guaranteed interview for any suitable alternative posts identified. • Prepare for interview. • In advance of the Priority Interview, provide interview chair with information on the redeployment process and reasons for identification of the post as suitable alternative employment for the relevant individual(s). • Where an employee is successful in a priority interview: <ul style="list-style-type: none"> - Agree trial period and training plan - Provide written confirmation to employee including details of the trial period - Notify current/substantive employing service - Complete weekly review sheet and return to HR 	<p>Senior HR Business Adviser</p> <p>Employee</p> <p>Senior HR Business Adviser</p> <p>Recruiting Manager</p> <p>Senior HR Business Adviser</p> <p>Senior HR Business Adviser</p> <p>Recruiting Manager</p>	<p>Weekly Review Sheet</p>
<p>Where an employee is unsuccessful in a priority interview:</p> <ul style="list-style-type: none"> • Provide written confirmation of reasons to Head of Corporate Services 	<p>Recruiting Manager</p> <p>Senior HR Business Adviser</p>	

<ul style="list-style-type: none"> • Provide written confirmation to the employee • Ensure search for alternative employment continues • Ensure monthly meetings with employee continue • Continue to monitor vacancies, and attend relevant training 	<p>Senior HR Adviser</p> <p>Named Person</p> <p>Employee</p>	
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Interview/Appointment Process (cont)	Action By	Supporting Documents/Policy
<p>Where an employee is successful following a trial period:</p> <ul style="list-style-type: none"> • Complete final assessment sheet and return to HR. • Complete contractual change form. • Issue contractual documentation to employee including details of any salary protection arrangements. • Remove employee from redeployment list, update CHRIS record and control log. 	<p>Recruiting Manager</p> <p>Recruiting Manager</p> <p>HR Support</p> <p>Senior HR Business Adviser</p>	<p>Final Assessment Sheet</p> <p>Contractual Change Forms</p>
<p>Where an employee is unsuccessful following a trial period:</p> <ul style="list-style-type: none"> • Complete final assessment sheet detailing reasons for trial being unsuccessful and return to HR • Update control log and issue letter to employee confirming that trial has been unsuccessful and that they will remain on the redeployment list • Advise named person that the employee has returned to the redeployment list • Continue to follow steps outlined under Search for Alternative Employment and Interview/ Appointment Process as outlined above 	<p>Recruiting Manager</p> <p>Senior HR Business Adviser</p> <p>Senior HR Business Adviser</p> <p>Senior HR Business Adviser/Named Person/Employee</p>	<p>Final Assessment Sheet</p>

End of Redeployment Search Period	Action By	Supporting Documents/Policy
<p>Where an employee has been unsuccessful in securing suitable alternative employment within the 9 month search period:</p> <ul style="list-style-type: none"> • Notify the employee in writing of the end of the redeployment search period and issue contractual notice. • Continue to follow steps outlined under Search for Alternative Employment and Interview/ Appointment Process as outlined above for the period of contractual notice. 	<p>Service Manager/ Senior HR Business Adviser</p> <p>Senior HR Business Adviser/Named Person/Employee</p>	

SERVICE RESTRUCTURE – BUSINESS CASE TEMPLATE

1	Paper seeks approval of <ol style="list-style-type: none"> 1. The operational changes outlined in the business case 2. The proposed new structure 3. The implementation plan 	
2	Background Insert the drivers for restructuring or the objective e.g. service improvements, achieving £X or FTE efficiencies, legislative, technological changes, changing demographics, partnership working	
3	Operational changes <ul style="list-style-type: none"> • Changes to process or service • Changes to work or output • Changes to technology 	
4	Rationale / expected benefits <ul style="list-style-type: none"> • Improvements in performance • Improvements in client experience • Improvements in standard • Total savings to be realized and timescales • Improvement in engagement/succession planning, etc. 	
5	Structural changes <ul style="list-style-type: none"> • Current structure with FTE and clearly identifiable reporting lines and grades • Key issues • Proposed structure with FTE and indicative grades • Rationale for change – link to benefits outline above e.g. <ul style="list-style-type: none"> ➤ Improved performance ➤ Achievement of efficiencies ➤ Reduction of duplication 	
6	Workforce impact <ul style="list-style-type: none"> • New and disestablished roles • Posts affected • Projected savings or benefits • Risks and challenges, if relevant 	
7	Costs Discussions to be undertaken with Finance to ensure that the restructure is fully costed. Costs to include; staffing, purchasing new technology, licenses, development costs, and where appropriate anticipated savings are identified.	
8	Implementation plan At this stage proposed timescales should be identified for each stage of the process, with an identified completion/implementation date. <div style="text-align: center; margin-top: 10px;"> <pre> graph LR A[Consultation & grading 30 June] --> B[Pools, transfer & Matching 31 August] B --> C[Recruitment to advertised posts 30 September] C --> D[Implementation of new structure 1 October] </pre> </div>	
9	LEAD OFFICER:	Date:
	DEPUTE CHIEF EXECUTIVE :	Date:

Service Restructure Process Checklist

Stage 1 - Planning and Preparation		
Task	Completed ✓	Responsible Officer
Prepare service restructure timeline		
Prepare business case		
Prepare draft job descriptions		
Undertake Equality Impact Assessment		
Business case signed off by Depute Chief Executive		
Prepare job evaluation paperwork (where required)		
Arrange for job evaluation paperwork to be signed off		
Arrange tentative dates for job evaluation panel		
Identify dates, book rooms and issue letters for initial consultation meetings		

Stage 2 - Consultation		
Task	Completed ✓	Responsible Officer
Hold initial consultation meeting with relevant trade unions		
Complete s188 return		
Hold initial consultation meetings with group(s) of employees and, where required individuals		
Deadline for receipt of responses from employees and trade unions		
Identify dates, book rooms and issue letters for follow up consultation meeting		
Review responses and revise proposals where necessary		

Where necessary make changes to grading paperwork and arrange for revised paperwork to be signed off		
Hold follow up consultation meetings with group(s) of employees and, where required individuals to confirm any changes and conclude consultation		
Job evaluation undertaken and relevant paperwork signed off		

Stage 3 – Implementation		
Task	Completed ✓	Responsible Officer
Determine pools for matching/transfer in consultation with trade unions		
Meet with all employees to discuss the pools for matching/transfer		
Schedule interviews and book rooms		
Notify employees of interview arrangements and ask them to complete skills and experience profile		
Conduct interviews for matching/transfer (on a top down basis) and notify employees and trade unions of the outcome		
Advertise council wide for any new posts not filled from redeployment list		
Appoint Named Person (Redeployment Contact)		
Conduct interviews for advertised posts and advise candidates and trade union of outcome		

Stage 4 – Consolidation		
Task	Completed ✓	Responsible Officer
Review and revise existing processes and working arrangements to reflect new structure as necessary.		
Undertake Training Needs Analysis		
Identify and arrange for any development activities.		

Review existing employee communication arrangements to reflect new reporting lines		
Issue communication brief to customers and other stakeholders as necessary		
Undertake evaluation of the business case to ensure anticipated benefits have been realised and undertake remedial actions if not.		

EMPLOYEE MIGRATION TEMPLATE - **SAMPLE**

Appendix 3

Please complete upon approval of the business case. The information should be requested from HR Services and should include all individuals currently working within the affected service area, including anyone on secondment or absent on leave, as well as anyone currently seconded out of the service. The information in columns A-J should be completed and discussed with the service's Senior HR Adviser prior to arranging any consultation meetings. Column L should only be completed upon implementation.

First Name	Substantive Post	Current grade	Status	Reason	Affected (Y/N)	Include in review (Y/N)	Proposed action	New Post	Grade	Request ERVS	Appointed
Gillian	Senior Admin Assistant	G	Permanent - full time	N/A	Y	Y	Transfer	Senior Admin Officer	G	None	Appointed
Claire	Senior Admin Assistant	G	Fixed Term - part time	Backfill - secondment cover	N	N	N/A	N/A	G	None	N/A
Mark	Senior Admin Assistant	G	Permanent-part time	N/A	Y	Y	Transfer	Senior Admin Officer	G	None	Appointed
Alison	Admin Assistant	F	Permanent - full time	N/A	Y	Y	Match-automatic	Admin Officer	F	None	Appointed
Lesley	Clerical Assistant	F	Permanent - part time	N/A	Y	Y	Match- ring fenced	Clerical Officer	F	Early retirement- Voluntary severance	Granted ERVS/VS
Chris	Clerical Assistant	F	Permanent-full time	N/A	Y	Y	Match- ring fenced	Clerical Officer	F	None	Appointed
Alex	Clerical Assistant	F	Permanent-full time	N/A	Y	Y	Match- ring fenced	Clerical Officer	F	None	Displaced
Margaret	Clerical Assistant	F	Fixed Term-full time	Funding	N	N	N/A	N/A	N/A	None	N/A
Rachel	Clerical Assistant	F	Fixed Term-full time	Vacancy cover	Y	Y	Match- ring fenced	Clerical Officer	F	None	Appointed

SECTION 188 COMPLIANCE – HR SPREADSHEET RETURN

Appendix 4

Service Area	Ref	Service Area	Function Area	Service Unit	Status	Surname	Forename	Post Title	Post Grade	Date Joined
Expected Completion Date:										
1123		Operational Services	Roads & Transportation Services	Roads Services	Full Time Perm	Smith	Joe	Road Operative	Band E	20/06/1999
23689		Operational Services	Roads & Transportation Services	Roads Services	Full Time Perm	Another	Alan	Roads Supervisor	Band F	10/08/1982



Advance notification of redundancies

Trade Union and Labour Relations (Consolidation) Act 1992, Part IV, Chapter II

Note for employer

There is a statutory requirement for the Government to assist employees facing redundancy. In order to do this, advance notification of potential redundancies is required from you. Failure to comply with the statutory notification requirements below without good cause may result in prosecution and a fine, on summary conviction, for the company and/or officer of the company.

The Redundancy Payments Service (RPS), acting on behalf of the Secretary of State for Business, Innovation and Skills, collects the information and distributes it to the appropriate Government Departments and Agencies who offer job brokering services and/or training services so that they can discharge their obligation to your employees. The information about your company is commercially confidential and may be used only for the purpose of assisting those facing redundancy. The other Government Departments and Agencies are bound by the same confidentiality terms as the RPS. You will be contacted directly by your local Jobcentre Plus and other service providers in your local area with offers of assistance during this notification/consultation period.

Data Protection Act 1998 We will store the information you give us in a computer system, which will help us deal with it more efficiently. We may use the information for statistical purposes.

How to complete this form	Your legal obligations
<p>1) Use a separate form for each establishment where 20 or more redundancies may occur within a 90-day period.</p> <p>2) Type, or use black ink and write your answers in CAPITALS, as this will make it easier for us to read.</p> <p>3) Where tick boxes appear, please tick those that apply.</p> <p>4) If there is not enough space for your answers, please use a separate sheet of paper and attach it to this form.</p> <p>5) If the circumstances outlined in this form change, please notify us immediately.</p> <p>6) Please return the completed form, by post to: The Insolvency Service, Redundancy Payments Service, PO Box 16685, BIRMINGHAM, B4 6FD or by email to HR1@insolvency.gsi.gov.uk</p> <p>If you email the form to us there is no need for you to send the original form by post.</p> <p>Tel: 0121 380 3415 for assistance on completing the form. Please be aware sections marked with an asterisk must be completed, if the information for these sections is missing the form will not be accepted.</p>	<p>1) You are required by law to notify the RPS of a proposal to dismiss 20 or more employees as redundant at one establishment within a period of 90 days or less.</p> <p>2) If you operate from more than one site, each one is treated separately for notification and consultation purposes. An establishment is the site where an employee is assigned to work. You must complete a form for each site where 20 or more redundancies are proposed.</p> <p>3) Your Minimum period for notification and consultation for:</p> <ul style="list-style-type: none"> - between 20 to 99 redundancies at one of your establishments, is at least 30 days before the first dismissal. - 100 or more redundancies at one of your establishments, is at least 45 days before the first dismissal. <p>4) You must notify us at least 30/45 days before the first dismissal and before you issue any individual notices of dismissal.</p>
<p>Further Information on assistance for employers</p> <p>For more copies of the form you can download one from our website on: http://www.bis.gov.uk/assets/insolvency/docs/forms/redundancy-payments/hr1.pdf</p> <p>Guidance on redundancy handling and assistance for employers can be found on the following websites:</p> <ul style="list-style-type: none"> - GOV.UK - https://www.gov.uk - Insolvency Service - http://www.bis.gov.uk/insolvency - Wales - http://wales.gov.uk/topics/businessandconomy/?lang=en - Scotland - http://www.scottish-enterprise.com/grow-your-business 	<p>5) You must send a copy of this notification to the representatives of the employees being consulted.</p> <p>6) If you have already notified us about one group of redundancies and you need to make further redundancies you should treat them as separate events. You do not need to add the numbers in the two groups together to calculate the minimum period for either group.</p> <p>7) The notification date is the date on which we receive your completed form.</p> <p>8) If it is not reasonably practicable for you to comply with the minimum notification periods you must make every effort do so as far as you are able. You must give reasons why you could not provide the information on time.</p>

**COMMUNICATION & CONSULTATION
EMPLOYEE ISSUES/QUERIES LOG**

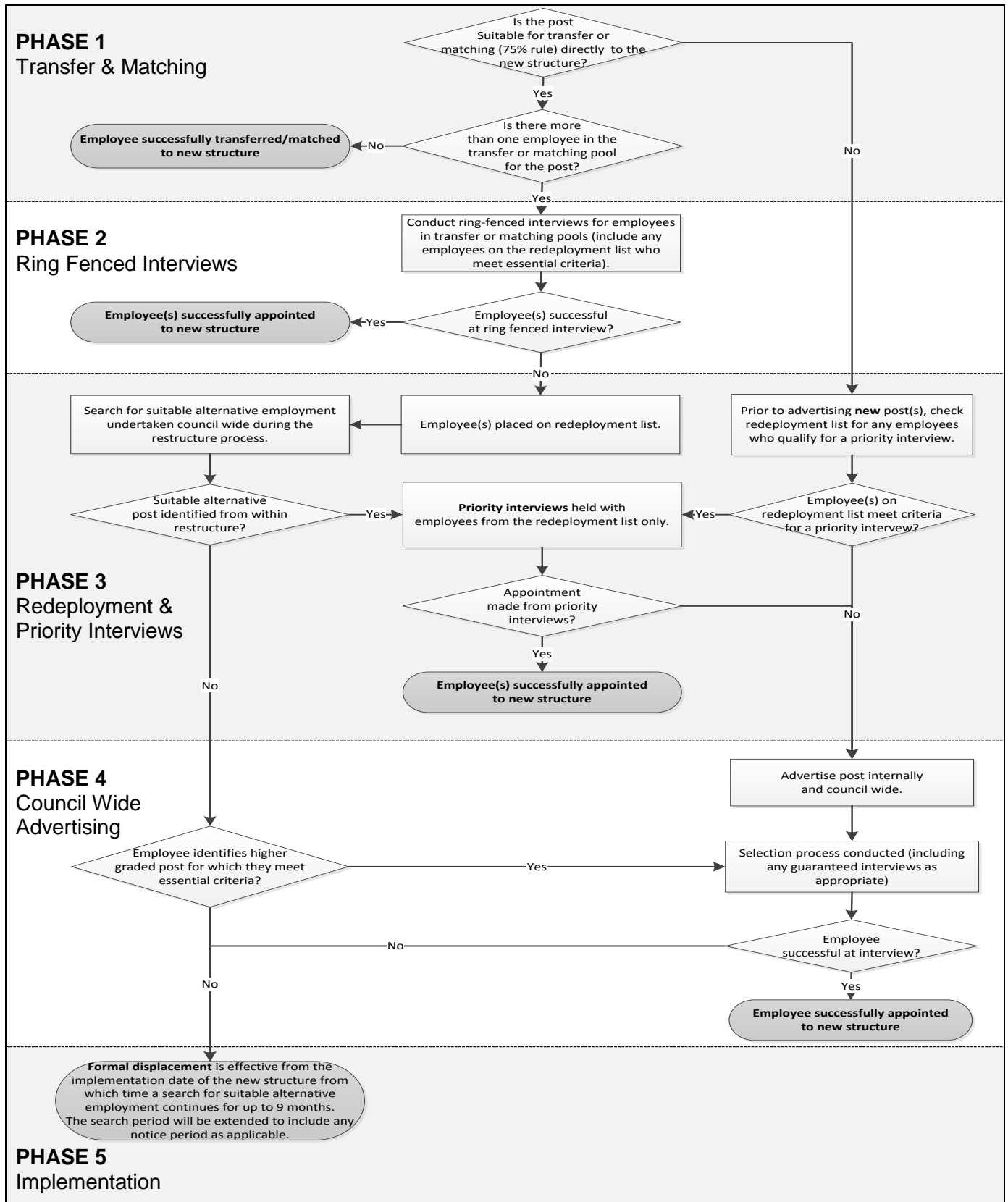
REF	THEME	QUERY	RESPONSE

SERVICE RESTRUCTURE PROCESS OVERVIEW

The process set out below reflects the content of the council's Workforce Management Policy and Procedure and should be followed at each level, working from top down, when a service is being restructured.

As part of the process, the recognised Trade Unions should be consulted on the proposed new structure, the posts identified in the restructuring process and the appropriate pools for transfer and matching.

Appointment to posts will be excluded from this process where posts are of such a senior level that the council's procedures and/or standing orders require appointment to the post to be made through the council's procedure for the appointment of senior officers.



Job Matching Matrix Template

New Post /Job for Matching:		Insert Job Title in pool for matching	Insert Job Title in pool for matching	Insert Job Title in pool for matching
Key Accountabilities of New Post				
[Section header in Job Outline e.g. 'strategic planning']	Weighting (1 or 2), if required			
E.g. To lead on analysis and development to ensure that strategic plans, policies and development initiatives are implemented consistently and effectively.	2			
E.g. To develop and implement strategic plans relevant to specific areas of responsibility – e.g. Management Plan, Commissioning Plans, Workforce Development Plan, Customer Engagement Plan, Information Management Plan, Quality Assurance Plan.	2			
E.g. To oversee effective implementation of operational and strategic plans relevant to service delivery, working with colleagues across the partnership.	2			
E.g. to contribute to the Service's change management and service redesign programmes, taking the lead as appropriate on specific projects.	1			
E.g. to identify opportunities for, and facilitate the development of initiatives in the area of service user consultation and participation, in line with agreed service frameworks.	1			
E.g. Line Management				
E.g. to ensure the implementation of and provision of effective appraisal, supervision and workload management arrangements for staff.	2			
E.g. To ensure that statutory and corporate health and safety standards are maintained.	1			
E.g. To ensure compliance with all corporate requirements in relation to workforce management e.g. mandatory training, cascade briefings, people strategy, attendance management	1			
E.g. To undertake the role of investigating officer as required by the council.	1			
E.g. Deputise for other team managers and / or group managers as required.	1			
Total elements for comparison:				
% matches				
Score with weightings				