

Management of Restructuring and Organisational Change – Key Principles

Lancaster City Council is committed to ensuring that during periods of organisational change there is a consistent, transparent, and fair approach to actions taken to restructure services and teams. In line with this commitment the following key principles will govern our approach.

1. Staff will be informed at the earliest opportunity if there is to be a restructuring exercise that directly affects them. This includes regular communication with regards to any potential effects this may have specifically on their role, service, and wider Council.
2. Service Heads will be expected to present a business case for any proposed restructures to Senior Leadership Team detailing the implications, costings and objectives of any proposals.
3. Trade unions will be informed of and involved in any planned restructuring of an area as soon as it has received Senior Leadership Team approval to progress.
4. Meaningful consultation will then be undertaken with affected staff, which provides opportunity for affected staff to ask questions and offer counter proposals throughout the process. Feedback on alternatives proposals and ideas will be provided. Legislative timescales will be adhered to.
5. During consultation phases any proposals are to be co-produced with affected staff on a journey to the desired outcome through a process of engagement and discussion.
6. Staff wellbeing during any periods of organisational change will be prioritised and appropriate support mechanisms put in place for those experiencing change.
7. The council will make every effort to mitigate any compulsory redundancies by seeking redeployment opportunities into suitable alternative roles and by utilising where appropriate the councils voluntary and early retirement scheme.
8. The Council will view voluntary redundancy requests and applications sympathetically while balancing the needs of the service.
9. Staff who are displaced will be provided with signposting support in seeking alternative employment, financial assistance/benefits, and other information to assist them in considering their next steps. Learning and development in lifelong and transferable skills will be provided to assist staff with obtaining jobs either within the Council or elsewhere.
10. All new structures will be reviewed to ensure that they meet their intended objectives.
11. Funded roles created through restructuring may be advertised as permanent roles during any ringfencing or subsequent internal advertising as redeployment opportunities, taking into account the likely permanent employment status of any existing staff affected who may apply.
12. Lancaster City Council policies and procedures will always be followed. Managers and staff will be supported by a restructure toolkit ensuring consistency in our approach.