

Form 6119A

Title

Organisation Change Policy, Organisation Change Standard Operating Procedure and Redeployment of Police Staff Standard Operating Procedure

Summary

This is a new Policy and Standard Operating Procedures and is to ensure that any organisational change whether corporate or local is managed effectively through planning, consultation and communication in accordance with good practice and employment legislation.

The Policy and Standard Operating Procedures will be applied fairly and consistently to all police staff affected by change and at all times in accordance with the aims set out in the MPS Equality Policy.

Branch / OCU:

Employee Relations Unit, HR Services

Date created:

September 2007

Review date:

September 2010

Version:

1

Author:

Employee Relations Unit, HR Services

Directorate/Department/Borough/OCU: Employee Relations Unit, HR Services

Name, type or title of proposal (If a corporate policy, a policy workbook must also be completed):

Organisation Change Policy, Organisation Change Standard Operating Procedure and Redeployment of Police Staff Standard Operating Procedure

1. Aims and Purpose of Proposal - see Step 1 of the Guidance

The purpose of this Policy and its associated Standard Operating Procedures is to ensure that any organisational change is managed in a corporate manner. It will also provide the necessary framework to manage any change through proper planning, consultation and communication, in accordance with good practice and employment legislation. It will ensure that individuals are dealt with fairly with due regard to both the needs of the individual and those of the Metropolitan Police Service as a whole.

The Policy and its associated Standard Operating Procedures will be implemented by publishing them in Notices, on corporate news, on AskHR and on the corporate policy database.

The key stakeholders in respect of the Policy and its associated Standard Operating Procedures are all members of police staff who may be subject to organisational change whereby their posts are declared redundant.

2. Examination of Available Information – see Step 2 of the Guidance.

There has been a Re-deployment Policy since 2004, and in accord with the current legislation it is due for a review. It has been monitored on a regular basis and there has been nothing to indicate an impact on any particular group, the number of staff re-deployed since January 2006 has been low, 0.88% of the Police Staff workforce. However, in light of the future organisational changes due to Transforming HR and Efficiency Savings which are likely to have an impact on a greater number of Police Staff it was felt that there needed to be a new overarching Policy and Standard Operating Procedure to ensure that any members of police staff whose posts were declared redundant, would be subject to a framework whereby the changes would be managed fairly and effectively through proper planning, consultation and communication in accordance with good practice and employment legislation. With this possibility of a greater number of police staff being affected by future organisational changes it was felt that consultation with the Trade Union Side should be undertaken through a series of meetings. These were held over a number of months, through discussion with the four constituent Unions the processes contained within the Policy and its associated Standard Operating Procedures (SOPs) were agreed.

In addition to consulting with the Trade Unions, consultation was also undertaken across the Metropolitan Police Service with Business Managers, Senior HR Managers, HR Managers, the Police Federation, Superintendent's Association, Metropolitan Police Authority, Health and Safety, Employment Tribunals Unit, Staff Associations, Diversity and Citizen Focus Directorate and the Directorate of Legal Services. This consultation was undertaken by way of emails and all those consulted were sent copies of the draft Policy and associated Standard Operating Procedures for comment, the opportunity was also given for meetings to be held where required; no further meetings were requested by stakeholders. Nevertheless, where it was felt that further explanation to stakeholders would be useful a meeting has been arranged. All comments received as a result of the consultation process were duly considered and appropriate changes were made to the Policy or its associated Standard Operating Procedures.

3. Consultation/Involvement - see Step 3 of the Guidance

a. Who is responsible for managing this consultation/involvement?

Employee Relations Unit, HR Services

b. Why is this consultation/involvement taking place?

The consultation has taken place as a result of the need for a new Policy and its associated Standard Operating Procedures to ensure that organisational change is dealt with in an equitable manner and that all members of police staff whose posts have been declared redundant are subject to a process of redeployment which is fair, and transparent to all, and that during the process individuals are treated with care and sensitivity with due regard to their needs and that of the Organisation.

c. Who is included within the consultation/involvement, including which group(s)? Consider beneficiaries, stakeholders, service users or providers and those who may be affected.

Business Managers
Senior HR Managers
HR Managers
Police Federation
Superintendent's Association
Trade Unions
Metropolitan Police Authority
Health and Safety
Employment Tribunals Unit
Staff Support Associations
Diversity and Citizen Focus Directorate – strand leads
Directorate of Legal Services
Childcare Co-ordinator and Work Life Balance Advisor

In addition to the above being consulted questions are fed into both the Strategy, Modernisation and Performance Directorate Strategy Unit intranet site (Corporate Policy intranet site) and the HR Forum and these form part of the review process and where applicable lead to changes to either the policy or the standard operating procedures. Any member of police staff who enters the redeployment process is consulted and engaged in all stages of the process and any comments that they may make in respect of the process are noted and acted upon where necessary or appropriate.

d. What methods of consultation/involvement are employed to ensure full information sharing and participation, e.g. surveys, interviews, community meetings?

The consultation process included the following:

- Extensive meetings over a period of several months with the Trade Unions
- An email to all the other parties consulted which included a copy of the draft Policy and the associated Standard Operating Procedures
- Further meetings with stakeholders as and when required

- Review of any questions posed to either the Strategy Unit intranet site or HR Forum
- Review of any comments made by those who have been subject to the redeployment process
- Meetings with the Childcare Co-ordinator and Work Life Balance Advisor to ensure awareness of the Carers, Flexible Working, Career Break and Special Leave Standard Operating Procedures and to ensure where appropriate that they are referred to

e. What are the results of the consultation/involvement? How are these fed back into the process?

All parties consulted were asked to feedback their comments, including if they are content with the contents of the draft Policy and its associated Standard Operating Procedures, and whether the procedures would have a positive or adverse effect on any particular group. The comments were then assessed and many were incorporated into the documents.

In the case of the Trade Unions extensive meetings were held with them and their comments duly considered and incorporated into the documents. This resulted in amendments to the Policy and its associated Standard Operating Procedures and the Trade Unions subsequently agreed the contents. However, there were questions raised in respect pay protection for those members of police staff who would possibly be redeployed to posts in a lower pay band and it was agreed that this would be referred to the pay negotiation meetings for progression this is still ongoing.

The Diversity and Citizen Focus Directorate strand leads in respect of age, disability, race, and lesbian, gay, bisexual and transgender found that the Policy and its associated Standard Operating Procedures had no adverse effect in respect of those particular strands of diversity. The Disability Strand made reference to the positive aspects of the Policy and its Standard Operating Procedures in that it shows due regard, and more, to the MPS obligations under the Disability Discrimination Act by taking into account the needs of the individual, where there were suggested textual amendments such as including the term 'access' as well as 'medical' these were made, thereby ensuring that a distinction is drawn between medical matters and disability issues, which of course may not be the same thing, this also covers the wider environmental aspects of any posting.

The Gender Equality Duty places a requirement on the MPS to ensure that there is no disproportionality on the grounds of gender in respect of policies and standard operating procedures. The MPS police staff compliment currently stands at 14,680 (8,802 females and 5,878 males), 60% and 40% respectively. Between January 2006 and now, 129 members of police staff have been subject to redeployment, this is 0.88% of the current compliment. The 0.88% is made up of 84 females (65.2%) and 45 males (34.8%). Whilst it would appear that there is disproportionality between female and male members of police staff this is actually not the case when account is taken of the overall make up of the police staff numbers. However, bearing in mind

that it is likely that more females than males will be affected by organisation change due to the fact that it is likely to impact more on BOCU's, careful monitoring of the situation will be undertaken.

Issues relating to Faith were raised by one of the Staff Associations; these were duly considered and incorporated into the re-deployment Standard Operating Procedures. The documents make reference to the needs of the individual, this includes Faith and that discussions should take place with the individual before any redeployment action is taken to ensure that all issues are considered.

Comments from HR Practitioners and Business Group Managers where possible were incorporated into the documents, however, where they had made suggestions which would not be practicable such as reducing time scales or effects on pay (see above – pay protection) meetings have been arranged to discuss these issues in more detail and to explain why they cannot be included.

Whilst the Policy and associated Standard Operating Procedures concern police staff posts only the Police Federation stated that the impact for their members would be in respect of the possible management of members of police staff who would be affected by any organisational change. They suggested that there should be some form of training for their members. However, the Transforming HR Team are providing some training to first line managers in respect of all areas relating to people management. In addition the Employee Relations Unit and the Workforce Planning Unit will be available to offer advice should it be necessary.

Legal Services viewed the documents and advised on the Organisation's requirements under employment law, this Policy and associated Standard Operating Procedures now meets the those requirements such as the Employment Rights Act 1996 and takes into account judgements made by an Employment Tribunal such as ensuring that the consultation process has been completed before giving notice of redundancy.

The Childcare Co-ordinator and Work Life Balance Advisor did not identify any areas of concern in respect of the standard operating procedure and did not feel that it had an adverse impact on any areas for which she has responsibility.

4. Screening Process for relevance to Diversity or Equality issues - see Step 4 of the Guidance

(i) Will the proposal have significantly higher impact on a particular group, community or person the MPS serves or employs?

Explain:

No. Having undertaken a consultation process in respect of the Policy and its associated Standard Operating Procedures a higher impact on a particular

group, community or person the Metropolitan Police Service serves or employs has not been identified by any of those consulted. This has been borne out by the Diversity and Citizen Focus Directorate consultation feedback as reported at 3e above and the monitoring of the re-deployment policy over the last three years.

(ii) Will any part of the proposal be directly or indirectly discriminatory?

Explain:

No. In view of the fact that all members of police staff whose posts are declared redundant will be subject to a designated redeployment process it will not be directly or indirectly discriminatory. This has been borne out by the responses received from those consulted, and in particular the Diversity and Citizen Focus Directorate (Age, Disability, Race and Lesbian, Gay, Bisexual and Transgender), who have not identified any direct or indirect discrimination.

(iii) Is the proposal likely to negatively affect equality of opportunity?

Explain:

No. Every member of police staff whose post is declared redundant will have access to the redeployment process under the Organisation Change Policy and therefore they will have equality of opportunity. The consultation process has not highlighted a negative impact on equality of opportunity.

(iv) Is the proposal likely to adversely affect relations between any particular groups or between the MPS and those groups?

Explain:

No. During the consultation process no adverse affect upon relations between any particular groups or between the Metropolitan Police Service and those groups has been identified by any of those consulted.

(v) Are there any other community concerns, opportunities or risks to communities arising from the proposal?

Explain:

No. The consultation process has not identified any community concerns, opportunities or risks to communities arising from the Policy and its associated Standard Operating Procedures. The Policy and its associated Standard Operating Procedures set out clear guidelines in respect of the processes to be followed and therefore it is considered there are no concerns or risks to communities.

(vi) Is the proposal likely to harm positive attitudes towards others and discourage their participation in public life?

Explain:

No. The consultation process has not revealed that there will be any harm to positive attitudes towards others or to discourage their participation in public life. The Policy and its associated Standard Operating Procedures therefore do not discourage positive attitudes towards others or discourage them from partaking in public life.

(vii) Is the proposal a major one in terms of scale or significance?

Explain:

No. The redeployment process for police staff whose posts are declared redundant is not a new concept; the previous policy had been in place since 1st December 2004. However, in light of forthcoming organisational changes it was felt that it should be put on a firmer footing and therefore the new Organisation Change Policy and Standard Operating Procedure were written and the previous guidance in respect of redeployment was reviewed and revised.

From the answers supplied, you must decide if the proposal impacts upon diversity or equality issues. If yes, a full impact assessment is required. If no, complete the following box and enter a review date at the end of the form.

Full Impact Assessment Required – Yes

Signed – Glynn Bailey

Supervised – Gill Newbery

5. Full Impact Assessment – see Step 5 of the Guidance

a) Explain the likely differential impact (whether intended or unintended, positive or negative) of the proposal on individual service users or citizens on account of:

Age: older people, children and young people.

Details:

Not applicable.

Disability in line with the Social Model.

Details:

It is considered that there will be a positive differential impact in respect of those members of police staff who have a disability and who are covered by the Disability Discrimination Act 1995 (as amended). Where necessary, following consultation with the individual, reasonable adjustments will be made to the post for which they are being considered and where appropriate training will be provided to enable them to take up that post.

Faith, religion or belief: those with a recognised belief system or no belief.

Details:
Not applicable.

Gender or marital status: women and men.

Details:
The MPS police staff compliment currently stands at 14,680 (8,802 females and 5,878 males), 60% and 40% respectively. Between January 2006 and now, 129 members of police staff have been subject to redeployment, this is 0.88% of the current compliment. The 0.88% is made up of 84 females (65.2%) and 45 males (34.8%). Whilst it would appear that there is disproportionality between female and male members of police staff this is actually not the case when account is taken of the overall make up of the police staff numbers. However, bearing in mind that it is likely that more females than males will be affected by organisation change due to the fact that it is likely to impact more on BOCU's, careful monitoring of the situation will be undertaken. However, it is considered that there will be no differential impact in respect of gender or marital status.

Race, ethnicity, colour, nationality or national origins.

Details:
Not applicable.

Sexual orientation, transgender or transsexual issues.

Details:
Not applicable.

Other issues, e.g. public transportation users, homeless people, asylum seekers, the economically disadvantaged, or other community groups not covered above.

Details:
When considering suitable posts for those members of police staff whose posts have been declared redundant account will be taken of a number of factors which could affect their ability to move to a particular role. One of the factors that will be considered is whether public transport will be used to travel to and from the place of work and the time that the travelling will take. None of the other issues mentioned above are applicable to the policy or its standard operating procedures.

b) Is the proposal directly or indirectly discriminatory? Is there a genuine occupational requirement?

Details:
The proposal is not considered to be directly or indirectly discriminatory and those who took part in the consultation process did not find it so.

c) Explain how the proposal is intended to increase equality of opportunity by permitting positive action.

Details:

The proposal is intended to create equality of opportunity by permitting positive action to be undertaken in respect of those members of police staff whose posts have been declared redundant. Any member of police staff who is covered by the Disability Discrimination Act 1995 (as amended) will be offered an alternative vacancy without the need for a selection interview and this is considered to be positive discrimination as allowed under the Act.

d) Explain how the proposal is likely to promote good relations between different groups.

Details:

Not applicable.

e) Explain how the proposal is likely to promote positive attitudes towards others and encourage their participation in public life.

Details:

Not applicable.

f) Explain how the proposal enables decisions and practices to adequately reflect the service users perspective.

Details:

Not applicable.

5. Modifications – see Step 6 of the Guidance

Could the proposal be modified to reduce or eliminate any identified negative impacts, or create or increase positive impacts? What improvements have been made?

It is considered that the proposal does not need to be modified. All necessary changes have been made as a result of the consultation process.

6. Further Research - see Step 7 of the Guidance

Given the analysis so far, what additional research or consultation is required to investigate the impacts of the proposal on the diversity strands?

It is considered that additional research or consultation is not required at this time. However, monitoring will be undertaken to ensure that there is no disproportionality in respect of the diversity strands and in particular gender.

7. Decision-making - see Step 8 of the Guidance

a. Name, rank or grade of decision maker

b. What is the Decision?

Reject the proposal? – No

Introduce the proposal? – Yes

Amend the proposal (an impact assessment should be made of any amendments) – No

c. Name, rank or grade of SMT/(B)OCU/Management Board endorsing decision

8. Monitoring - see Step 9 of the Guidance

a. How will the implementation of the proposal be monitored and by whom?

The Employee Relations Unit, HR Services, will undertake monitoring of the policy and its associated standard operating procedures. Monitoring will consist of evaluating the statistical data around those affected by organisation change in particular around the diversity strands to ensure that there is no disproportionality.

b. How will the results of monitoring be used to develop this proposal and its practices?

The results of the monitoring will inform any amendments to the policy and its associated standard operating procedures should it be found that there is a need to do so.

c. What is the timetable for monitoring, with dates?

The policy and its associated standard operating procedures will be subject to a formal annual review in line with all policies. However, less formal monitoring will be undertaken on a bi-monthly basis.

9. Public Availability of Report/Results - see Step 10 of the Guidance

What are the arrangements for publishing, where and by whom?

The annual monitoring report will be forwarded to the Strategy Unit of the Strategy, Modernisation and Performance Directorate in accordance with requirements, this will then lead to the publication of the data surrounding the monitoring by the Strategy Unit on the MPS Publication Scheme.

Person completing EIA: Glynn Bailey

Person supervising EIA – Gill Newbery