

Organisational Change Policy

Version 1
December 2024

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Organisational Change Policy and Procedure

1 Introduction

- 1.1 The purpose of this policy is to provide clear guidance and a structured approach to managing change within the Council. This includes ensuring that all changes are undertaken in a fair, transparent and legally compliant manner without any form of discrimination.
- 1.2 This policy focuses on supporting employees and maintaining service delivery whilst going through a period of change.
- 1.3 Haringey Council values its employees and is committed to providing long term security, managing the organisation in the best way possible to ensure stable and sustainable employment through effective planning to meet current and future needs.
- 1.4 This policy applies to all employees and apprentices directly employed by the Council on a permanent, fixed-term or temporary contract. It does not apply to agency workers, contractors or consultants working for the Council.
- 1.5 Teachers and employees working in schools have their own local management and policies to follow.
- 1.6 Employees who are acting up or on secondment should be considered in the 'at risk of potential redundancy' pool only where the changes impact their substantive role.
- 1.7 Any proposed organisational change should be raised with the Strategic HR & OD Business Partner who will support the change programme and ensure correct application of the policy.

2 Principles

- 2.1 All organisational change will be managed efficiently and in line with best practice, full details on the principles can be found at appendix A.
- 2.2 Documents associated with the policy will be created in line with the organisational accessibility guidelines and where necessary and appropriate, reasonable adjustments will be made to enable all employees to fully participate.

3 Minor Changes

- 3.1 In order to meet changing business needs more effectively there may be occasions where managers need to implement relatively minor changes to working practice, team structures, reporting lines, job descriptions or job titles. Further details can be found in the [Job Evaluation Policy](#). Such changes may be implemented without following the formal process set out in section 4.3. A minor change would not lead to redundancy for an employee.
- 3.2 While formal consultation is not needed, managers will normally discuss with employees any changes that have an impact on their work and ask for views before implementation. A Delegated Authority eform must be completed and agreed by the

usual parties. Changes may only be implemented once comments and agreement have been received.

4 Significant Changes

4.1 Where significant changes are needed, the process set out below applies. The need to restructure a team, service or business unit may be as a result of the following (this is not an exhaustive list):

- Closing a service
- Change in funding or financial pressures
- Change in legislation
- Advances in technology
- Change in working practice resulting in the need for different types of jobs or fewer jobs
- Other external pressures
- Re-organisation to meet business needs

4.2 Collective Consultations

4.2.1 Where a collective agreement applies, consultation will be in accordance with the provisions required by Part IV of the Trade Union and Labour relations (Consolidation) Act 1992 (TULR(C)A) 1992. Consultation will be entered into as soon as is reasonably practicable.

4.2.2 The Council will inform the Department for Business, Energy, and Industrial Strategy (BEIS) of any potential for redundancies of 20 or more employees within a period of 90 days or less.

4.2.3 In addition to the period of collective consultation required, the Council will consult through the management structures of the Council with individual employees whose positions are at 'risk of potential redundancy'.

4.3 Formal Process Steps

The following steps must be taken when starting a formal restructure process.

4.3.1 Step One: Developing the proposal

The service must contact their Strategic HR & OD Business Partner before planning any change, this is to ensure there are sufficient resources and the planned change is in line with organisational priorities. Taking time to properly develop and plan an organisational change, is essential to ensuring its success. Proposals must meet the needs of the service, be achievable within the available budget envelope and be implemented with fairness and transparency.

The first action is for a business case to be produced by the service, supported by the Strategic HR & OD Business Partner, who will provide the template document.

The business case will later become the document used to consult with employees and Trade Unions and should outline the following:

- Purpose and reason for the changes

- The options which have been considered
- An indicative timetable for the consultation and implementation of the proposed changes
- The proposal including current and proposed structure charts
- Any impact or changes to service
- The numbers, grades and descriptions of employees who are included in the restructure and the associated employment implications e.g. assimilations, at risk of potential redundancy etc.
- The steps that will be taken to avoid/minimise redundancies
- Details of the roles proposed in the new structure, including the new or updated job descriptions
- Proposed selection methods including proposals for assimilations or redundancies where appropriate
- A minimum 30-day consultation period (unless all parties agree to a shorter timescale) must be allowed for employees and Trade Unions to consider the proposal and to respond
- Support and training will be available to employees during consultation and during the transition phase of the change to ensure the benefits required by the change are achieved.

If new or revised job descriptions are required as part of the change, these should be drafted and shared with the Employment and Reward Team via [HALO](#) at the earliest opportunity for evaluation. Guidance on writing job descriptions can be found [here](#).

At this stage, the manager supported by the Strategic HR & OD Business Partner will also identify those posts which could be subject to deletion and employees that will be 'at risk of potential redundancy' because of the organisational change. The employees in these posts will be put into a pool from which selection into the new structure will be made. Further information on selection methods can be found at section 5.

The Council recognises its responsibility to ensure that no employee suffers discrimination or is disadvantaged due to a protected characteristic under the Equality Act 2010.

An Equality Impact Analysis (EQIA) will be undertaken on the group of employees who will be affected by the restructure. An EQIA is a planning tool that enables the Council to build equality into the change management proposals and processes and act where appropriate. Further information can be found [here](#).

In most cases, employees on fixed term contracts will be included in the 'at-risk of potential redundancy' pool as fixed term employees are to be treated the same as an equivalent permanent employee. However this will be considered on a case by case basis in line with the legislation.

If as a consequence of the proposals potential redundancies may occur, an assessment of severance costs should also be highlighted to the Redundancy Panel for their information.

4.3.2 Step Two: Initial Agreement to Proceed

Before the consultation process starts, the manager will need to have agreement from both Finance and the appropriate Director/ Corporate Director that the reorganisation can take place.

A separate cover sheet will be provided by the Strategic HR & OD Business Partner which will detail the financial provision for any changes. This will not form part of the final Consultation Pack for employees and Trade Unions, however this will need to be signed off by both Finance and the relevant Director/ Corporate Director alongside the full business case before any wider discussions (informal or formal) take place. Once agreement has been confirmed, an informal meeting with the recognised Trade Unions should be arranged.

4.3.3 Step Three: Commence Formal Consultation

The timing and extent of consultation will be proportionate to the degree of proposed changes, the number and the impact of the employees affected. Formal consultation will take place with all employees who are 'at risk of potential redundancy'. Where it is not possible to hold face-to-face meetings, the consultation process will be conducted remotely.

Employees who are absent from work (due to sickness, parental leave, secondment or any other absence) will be sent a copy of the Consultation Pack, they will either be invited to attend consultation meetings or will be met with separately where this is more appropriate, in order that they can fully participate in the consultation process.

The Consultation Pack will contain the Business Case developed in step one along with copies of all new/amended job descriptions.

Consultation will continue for a period of no less than the statutory time scales:

- Where 20 to 99 redundancies are proposed, consultation will commence at least 30 days before the first dismissal takes place.
- Where 100 or more redundancies are proposed then consultation will commence at least 45 days before the first redundancy takes place.

In an individual redundancy scenario, or where less than 20 redundancies are proposed, consultation will start at least 30 days before any individual notice of redundancy is given. However, consultation may be for a shorter period dependent on the situation, for example, when the employee(s) affected requests that the consultation period be reduced.

In accordance with legislation and best practice the Council will ensure that meaningful and appropriate consultation with Trade Unions and employees affected by organisational change takes place.

The purpose of consultation will be:

- to present proposals for change
- to receive and where possible address any questions on the proposals and consultation pack
- to consider any comments or views expressed on the consultation pack meaningfully, before determining any final decision to proceed

Each employee whose role may be affected by the change will be invited to attend formal consultation meeting(s) during the consultation period. Depending on the

scale of the change process, these may be held in a group meeting or in smaller meetings at a team level.

Individual consultation with all employees affected will be offered in addition to the collective consultation. Individuals will be offered the right to be accompanied by a Trade Union representative or workplace colleague.

Comments or queries received from affected employees or from Trade Union representatives during this period should be either responded to on an individual basis as soon as they are received or a joint response covering all the points received can be issued to all affected employees and Trade Unions at the end of the consultation period.

4.3.4 Step Four: End of Consultation

At the end of the consultation period a decision will be reached whether to proceed in accordance with the initial proposals or to update the proposals based on the feedback received. Depending on the changes considered it may be necessary to re-evaluate job descriptions, change structure designs or job titles. A final copy of the structure and proposals, confirmation of the posts 'at risk of potential redundancy', details of the recruitment method and new job descriptions should be sent to each of the affected employee groups and to the Trade Unions.

If the Trade Union fail to agree with the management decision based on the outcome of consultation, they have recourse to the agreed Council disputes process. In this circumstance, the part of the proposals being disputed cannot be actioned until after all stages of the process have been completed. After exhaustion of the process management will advise its intentions.

Exceptionally, a change to the proposals may result in new posts being placed 'at-risk of potential redundancy'. In these circumstances, those employees will be formally informed and consultation will commence with those employees. Due to this, the overall organisational change timetable may be delayed enabling this to happen. These changes shall normally only arise from either:

- counter proposals from employees and/or Trade Unions
- a demonstrable change in the financial position which could not have been foreseen at the commencement of consultation.

4.3.5 Step Five: Selection Process

Once the final structure is confirmed the selection process commences. For those employees who unfortunately do not secure a role in the new structure, suitable alternatives will be considered either from any remaining unfilled roles or via the redeployment pool. Further information on selection methods can be found at section 5.

Pregnant employees and some new parents have special protection in a redundancy situation. By law (Employment Rights Act 1996), the employer must offer them a suitable alternative vacancy, if there is one. The law applies to anyone who's legally classed as an employee and is either:

- pregnant
- taking maternity leave
- taking adoption leave

- taking shared parental leave

The law does not apply to other types of leave, for example paternity leave.

Further details on these legal obligations are set out in section 8.

4.3.6 Step Six: Next Steps

Once selection has been confirmed and provisional jobs offered, notifications will be sent to all relevant teams to enable the processing of changes to roles and issuing of confirmation.

4.3.7 Step Seven: Redundancy Notification

All redundancies must go to the Redundancy Panel for approval before notice of redundancy or a redundancy payment can be issued.

If the severance package is in excess of £100,000 (this includes all costs including redundancy pay, any pension capital costs, pay in lieu of notice and outstanding annual leave) the decision about whether or not to agree payment rests with the Disciplinary, Grievance & Dismissal Panel and a report must be sent outlining the details. Officers must not confirm the redundancy until the Committee decision is made. This is confirmed in the Council's Pay Policy Statement.

The Redundancy Panel, which comprises of the Chief People Officer and the Corporate Director of Finance are able to agree severance packages under £100,000 without the need for Committee approval. The Employment & Reward team arrange for the details of the proposed redundancies to be sent to the Redundancy Panel for a decision on whether they can go ahead.

If the panel agree to the redundancy, a notice letter is sent to the employee and their details passed to the Recruitment team to support with identifying any suitable alternative roles via redeployment during their notice period.

4.3.8 Step Eight: Confirm the appointments

Written notification of the outcome of the selection process must be sent to each employee who has been selected for a job in the new structure. All appointments will remain provisional until any appeal process has been concluded.

A copy of the appointment letter together with the relevant job description must also be sent to the HR Operations team via [HALO](#) for inclusion on their employee file.

5 Selection Process

- 5.1 The Council will identify how to select employees for jobs in the new structure and must ensure that affected employees who are absent due to sickness, parental leave, secondment or any other absence are placed in accordance with the legal

requirements. Further guidance can be found in section 8.

- 5.2 The proposed methods to be used will be set out in the consultation process and may be a variety of methods as outlined below. If there is a need to consider suitable alternative employment or redeployment, jobs will be sought at no more than three grades up or one grade down from the employee's substantive role.
- 5.3 In certain circumstances the redundancy proposal may affect an employee or may consist of a proposal to make redundant all employees in one area (e.g. the closure of a department). In such a case it may not be appropriate to hold a selection process.
- 5.4 All appointments will be subject to the outcome of any appeals.

5.5 Assimilations

Assimilation to a new role will be used where:

- The new post(s) is (are) substantially unchanged and no more than one grade difference and/or
- The number of post holders 'at risk of potential redundancy' is the same as or less than the number of posts in the new structure.

Proposals for assimilations must be included in the Consultation Pack and these may be reviewed at the end of the consultation period in response to any comments received from the Trade Unions and / or employees.

Employees who are assimilated into a new role will not be subject to a selection or assessment process however, it is expected that the appointing manager will have a documented development conversation with the employee which will include setting out the expectations of the new/revised role.

5.6 Ring Fence Arrangements and Interview Process

The Council will identify the most suitable ringfencing arrangements to be applied and these proposals must be included in the Consultation Pack.

The ringfencing options available are as follows:

a) Open Ringfence

Ringfenced employees can apply for one or more of the available roles by completing and submitting the 'Expressions of Interest' form given, see appendix D.

All employees who are considered to be 'at risk of potential redundancy' as a result of the restructure and have not been assimilated to a post, will be placed within one ringfence to enable them to apply for any of the posts in the structure.

Wherever possible, the employee 'at risk of potential redundancy' will be asked to submit one expression of interest form and indicate the jobs they are interested in being considered for, in priority order. This may mean the form needs to cover the requirements of more than one job. The Council reserves the right to limit the number of job preferences depending on the size of the organisational change. The Council will try to minimise the number of interviews an employee will need to attend where multiple preferences have been given.

b) Closed Ringfence

In the event that there are more postholders than posts which perform work of a similar nature, consideration will be made for a closed ringfence to be applied. Any employee who is unsuccessful in securing a role via this closed ringfence will then be included within the wider open ringfence as set out above.

5.7 Management Assessment

This is generally a paper assessment and is most often used if the employee opts not to take part in the process or when other selection arrangements are impractical. If an employee is allocated to a job following management assessment, and they fail to accept the offer of employment by not signing a new contract, the contract may nevertheless be deemed to have been accepted by the employee performing to it.

5.8 Failure to co-operate with the selection process

During the selection process the Council will consider whether there are any vacant posts in the new structure that an employee who has chosen not to participate in the selection process or has been unsuccessful in securing, could be offered – as a suitable alternative post. If an employee unreasonably refuses an offer of 'suitable alternative' employment they may forfeit their right to a redundancy payment.

The employee will be given the chance to raise concerns if they feel that the offer of suitable alternative employment made to them is not a suitable offer and a response to the concerns raised will be given in writing. This process is outlined in section 6.1.

6 Suitable Alternative Employment, Redeployment and Pay Protection

6.1 Suitable Alternative Employment

- 6.1.1 A vacancy will only be considered a suitable alternative post if it is either at the same grade, at up to three grades up (two in the case of those on Senior Manager terms and conditions of employment), or one grade down from the employee's substantive grade.
- 6.1.2 A redundancy payment will not be made if an employee unreasonably rejects a suitable alternative role which has been offered as part of the process. In the event the employee is over age 55 and in the LGPS there is a requirement for the pension strain costs to still be covered, this can be discussed on an individual basis as it arises.

- 6.1.3 If there is dispute as to whether the role is a suitable alternative, the employee's Head of Service should first meet with them to discuss the dispute. If there is no resolution following this discussion the decision will be referred to the Head of Employee Relation, Business Partner and Reward for review. This decision can be appealed to the Chief People Officer, or their delegate, by the employee.
- 6.1.4 As disputes will need to be dealt with as quickly as possible, the process may be a paper process, but this does not stop the employee from accessing other formal procedures such as a grievance at any point during the dispute process. However, the grievance process may not be used to reopen or try to overturn a decision that has been made.
- 6.1.5 If it is accepted by the Council that the alternative employment offered is not suitable for the employee, they will be treated as having been dismissed by reason of redundancy on the date that their original job came to an end. In these circumstances, the employee will retain the right to a redundancy payment.
- 6.1.6 Where a permanent appointment cannot be found, then a suitable fixed-term opportunity may be offered if available.
- 6.1.7 Employees who secure alternative work outside of the council during this period, must advise the Strategic HR & OD Business Partner as soon as they have accepted a post. This is to ensure correct advice and processes are followed in respect of redundancy, this is particularly important if securing a role in another public sector organisation.

6.2 Redeployment

- 6.2.1 Redeployment is the process of finding suitable alternative employment for an employee who has not secured a role within the new structure and has been issued with notice of termination of employment. Redeployment via the redeployment pool will occur for the duration of the employee's notice period and will not be restricted by grade in anyway.
- 6.2.2 Where a vacant post is a member appointment, and the employee is being redeployed to it from a post that is not a member appointment (i.e. they have never had a member interview) then the redeployment is subject to approval by Committee.
- 6.2.3 The Council is committed to maintaining employees in employment where this is consistent with its overall aims and statutory obligations and recognises the value of those employees on the redeployee list and the contributions they can make.
- 6.2.4 The Recruitment Team will ensure redeployees receive details of vacancies to enable them to submit an application. Although the recruitment process will not be frozen, redeployees who meet the essential criteria for the job will be seen before other internal and external candidates. If following an interview, the redeployee is able to demonstrate that they meet all the essential criteria, the post must be offered to the most suitable redeployee and an eight week trial begins.
- 6.2.5 During their period of redeployment, redeployees are expected to also take responsibility to check the vacancy lists for other jobs that they feel would be a suitable match for their skills and experience and to apply as a redeployee.

- 6.2.6 A redeployee can take reasonable time off for job hunting, attending interviews and training during the formal notice period in order to seek new work. The time off must be agreed in advance by the manager.
- 6.2.7 An employee stops being a redeployee when either they are redeployed, and the trial period is satisfactorily passed or when they have worked their redundancy notice period and leave the Council's employment.
- 6.2.8 Once an alternative role is identified, the redeployee will be placed in the job for a trial period of up to eight weeks. Depending on the nature and complexity of the job role and subject to the agreement of both the redeployee and the manager, it may be extended to a maximum of twelve weeks.
- 6.2.9 The trial period should be used to consider the redeployee's suitability for the post and training needs should be identified, and where possible met, and targets set, as necessary.
- 6.2.10 Where an employee 'at risk of potential redundancy' undertakes a trial period in a new job and it becomes apparent during the trial period that the new job is unsuitable for the employee, the Council can offer an alternative. If the employee accepts this further offer, a new trial period will apply.
- 6.2.11 Reasonable adjustments may be required to enable redeployees with a disability to undertake the role. If there are considerable adjustments which need to be put in place before it begins, it is a management decision about whether it is reasonable to do so. The Employee Relations team will provide support with this.
- 6.2.12 Where appropriate the Council will provide reasonable relevant training and development for redeployees to support them in finding alternative employment or to get them to a satisfactory skill level for a specific post within a reasonable period.

6.3 Pay Protection

- 6.3.1 Full pay protection is in place for a period of 18 months to support those redeployed to a post which is one grade lower. If the employee volunteers to take a job at two or more grades down then pay protection at one grade above the new grade will be paid for 18 months.
- 6.3.2 Pay protection applies to the grade of the post; in the event that an employee moves to a post that is a lower grade but on more hours, the pay protection will apply to the substantive hours on the new grade for a period of 18 months. This effectively means for the duration of the pay protection, there are 2 rates of pay for the original number of hours and the additional hours.
- 6.3.3 Full pay is defined as the employee's basic pay, plus any contractual allowances which were paid prior to the start of the organisational change. No increments or pay award will be paid until the pay protection ends or until the unprotected salary that the employee will move to exceeds the protected salary. In this circumstance the pay protection would end early.

Before a match is made the following criteria will be considered:

- The similarity of the vacancy to the current job
- The redeployees skills, abilities and personal circumstances
- The total pay and benefits of the job (pay protection is in place for 18 months if the job is at a lower grade to the substantive job)
- The hours and location of the job (this may include hybrid working location).

7 Redundancy Process and Appeals

7.1 A dismissal due to redundancy will only be made if an employee has not been placed into a job in the new structure and has been unsuccessful in securing a suitable alternative role via the redeployment process.

7.2 Protection of Redundancy

Pregnant employees and some new parents have special protection in a redundancy situation. By law (Employment Rights Act 1996), the employer must offer them a suitable alternative vacancy, if there is one. Further details on these legal obligations are set out in section 8.

7.3 Appeal Against Redundancy Dismissal

If the employee wishes to appeal against the formal notice of redundancy dismissal they should appeal via HALO (or by email to humanresources@haringey.gov.uk if they do not have access to HALO), within ten working days of receiving the written decision, stating the grounds for appeal. Appeals will be based only against the selection of an employee for redundancy, not against the decision to restructure.

The appeal will be conducted by a manager who is more senior to the one who made the initial decision and will be nominated by the Head of Employee Relations, Business Partner & Reward or their delegate. The appeal chair will be supported by a member of Human Resources.

The Manager hearing the appeal will invite the employee in writing to attend an appeal meeting, informing the employee of the entitlement to be accompanied by a work colleague or accredited Trade Union representative. All documents relevant to the appeal will be available to all parties involved and no less than five working days notice of the appeal hearing will be provided.

Appeals must be submitted on the Appeal form (appendix E) and the employee must be specific about the grounds of appeal; these will effectively form the agenda for the hearing.

Appeals may only be raised on the grounds of:

- Procedure - a failure to follow procedure had a material effect on the decision
- Decision - the evidence did not support the conclusion reached or is inconsistent with other decisions within the Council
- Bias/prejudice

The decision will normally be confirmed in writing within three working days of the hearing. The decision is final with no further right of appeal.

The decision of the Appeals Panel will confirm one of the following:

- confirm the original decision
- revoke the original decision
- substitute a different decision

During the appeal process all appointments to posts within the new structure will remain provisional until a final decision is reached. If the appeal is unsuccessful the appellant's redundancy notice will continue unaffected, if the appeal is successful, the selection process may be repeated subject to any recommendations made by the Appeal Chair.

7.4 Redundancy Pay

7.4.1 Statutory redundancy pay is covered in the Employment Rights Act.

7.4.2 The Council exercises its discretion in relation to enhanced redundancy payments under the following:

- The Local government (Early Termination of Employment), (Discretionary Compensation) (England & Wales) Regulations 2006
- The Teachers (Compensation for Redundancy and Premature Retirement) Regulations 2015
- Local Government Pension Scheme Regulations 2013
- The Employment Rights Act 1996

7.4.3 The amount of redundancy pay to be received will be in accordance with the [Modification Order](#) and will depend upon a number of factors, some of which are listed below:

- how long the employee has been continuously employed (up to a maximum of 20 years)
- their age
- their actual weekly pay
- redundancy payment is subject to a break in service – 5 week rule

8 Other Considerations

8.1 Maternity and New Parents Regulations

8.1.1 As highlighted throughout the policy, pregnant employees and some new parents have special protection in a redundancy situation. In these circumstances the Council must offer them a suitable alternative role, if there is one available.

8.1.2 This applies to anyone who is legally classed as an employee and is either:

- pregnant
- taking maternity leave

- taking adoption leave
- taking shared parental leave

This does not apply to other types of leave, for example paternity leave.

8.1.3 There will be a redundancy protected period, which is the length of time an employee has redundancy protection. The length of the protected period depends on either:

- the type of leave an employee is taking
- when an employee tells their employer they are pregnant

8.1.4 Pregnancy and maternity leave

Employees who have not started their maternity leave and notified their manager of their pregnancy before 6 April 2024 are also protected.

The redundancy protected period during pregnancy and maternity:

- starts when an employee tells their employer that they are pregnant
- ends 18 months from the exact date the baby is born

If an employee does not tell their manager the exact date, the protected period ends 18 months from the expected week of childbirth.

8.1.5 If there's a stillbirth or miscarriage

The redundancy protected period starts when an employee tells their manager that they are pregnant.

If an employee has a miscarriage within the first 24 weeks of pregnancy, the redundancy protected period ends 2 weeks from the end of the pregnancy.

If a child is stillborn after 24 weeks of pregnancy, the redundancy protected period ends 18 months from the date of the birth.

8.1.6 Adoption leave

From 6 April 2024 the redundancy protected period for someone taking adoption leave has been extended.

The redundancy protected period starts on the day employee's adoption leave begins.

It ends 18 months from either:

- the date the adoption placement starts
- the date the child enters England, Scotland or Wales, if it's an overseas adoption

8.1.7 Shared parental leave

From 6 April 2024 the redundancy protected period for an employee taking shared parental leave has been extended.

The redundancy protected period starts on the day a period of shared parental leave begins.

If an employee takes:

- less than 6 weeks leave – the protected period ends on the last day of the block of leave
- 6 weeks or more of continuous leave – the protected period ends 18 months from the date of the child's birth

If the employee takes discontinuous leave, the redundancy protected period finishes at the end of each period of shared parental leave.

An employee who has already taken adoption or maternity leave will have the redundancy protected period of that specific type of leave.

8.1.8 Suitable alternative employment

If there are any suitable alternative vacancies the Council must offer them to employees who have this redundancy protection.

Any employee who has this redundancy protection has priority over other employees. This applies even if other employees are also suitable.

There might not be enough suitable vacancies for all employees who have this redundancy protection. The Council will have to decide which employee is most suitable for the roles they have. This might include considering an employee's:

- Skills
- Job knowledge
- Experience

The Council should explain in writing, what criteria they will use to make their decision and why.

If employees are not offered a suitable vacancy, the manager should meet with them to discuss the decision.

8.2 Safeguarding

A suitable placement may be identified which requires either a Disclosure and Barring Service (DBS) check and / or clearance by another safeguarding authority. A DBS check will be applied at the time of the redeployee being identified as a suitable match. Consideration must be given to the job being adapted to enable the redeployee to begin the trial period. For example, the period until the DBS check is received could be used to undertake any training or induction, could be used for work shadowing and general familiarisation with the role.

If the DBS check is clear then the trial period can proceed, if it is not then the DBS policy should be followed and the offer of the trial period rescinded. If this is the case, the redeployee will return to the redeployment pool for the remainder of their notice period.

9 Further References

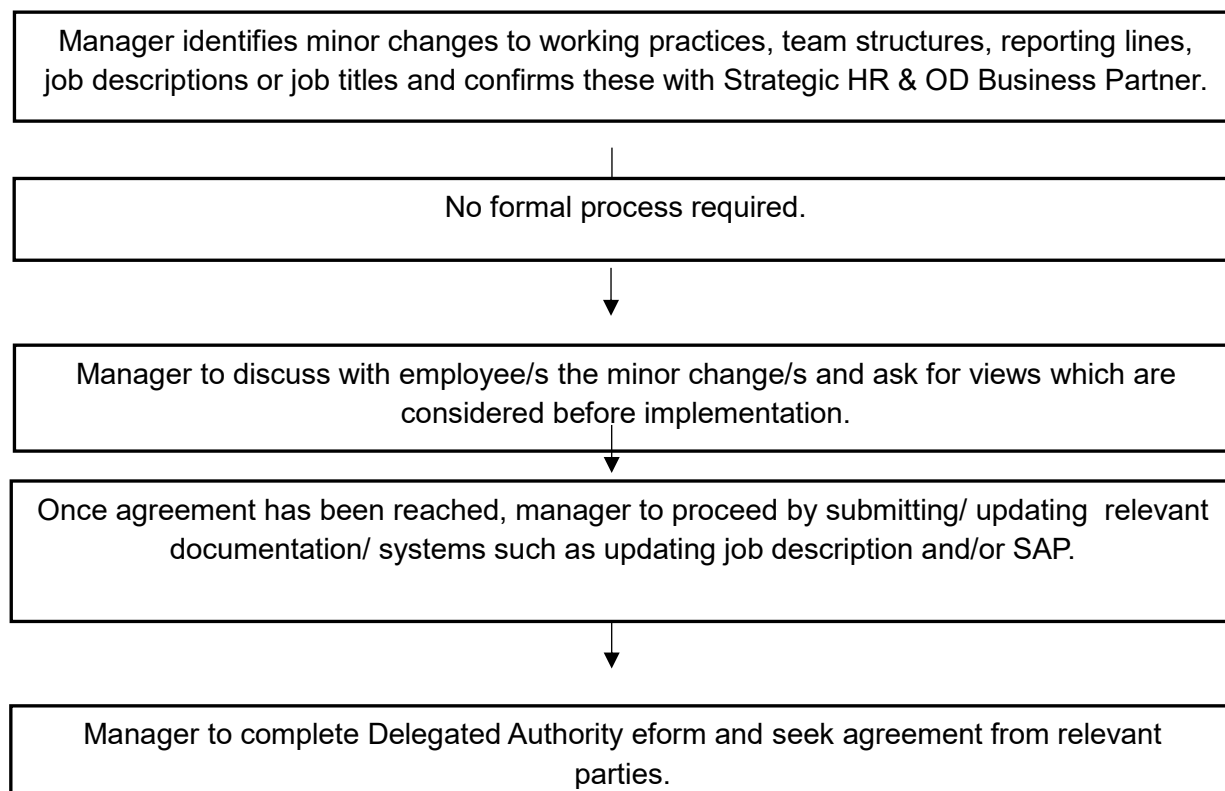
- 9.1 Parental Leave Policy
- ACAS
- Modification Order - Legislation.gov.uk

Appendix A - Principles

Principle	Outline
Planning	Any organisational change should be carefully planned to consider the impact of any new structures, roles, processes or systems. This will also help managers identify the key outcomes of the change and ensure plans are aligned to wider Council objectives. Advice on the development of a business case should involve the Strategic HR & OD Business Partner and Finance.
Clarity	The aims of the restructure should be clear and communicated to the affected employee group and to the Trade Unions. There should be clear reasons given why the posts which have been identified as part of the restructure have been included.
Transparency	A full and comprehensive Consultation Pack will be made available to all affected employees, including those who are

	absent due to sickness, parental leave, secondment or any other absence. The pack is to include the aims to be achieved, details of the new/revised job descriptions and grades and details of the assimilation and/or ring fence arrangements.
Fairness	Where redundancies are necessary, selection for redundancy is based on clear criteria that will be fairly applied.
Consultation	The Council recognises the benefit of early and meaningful consultation with employees and recognised Trade Unions when change is planned.
Support	To prepare employees by providing them with knowledge and support to handle change and that will enable them to move forward positively after the change is completed.

Appendix B - Minor Organisational Changes Overview



Appendix C - Significant Organisational Changes Overview

Manager identifies the need for change and contacts Strategic HR & OD Business Partner.

Initial points to consider:

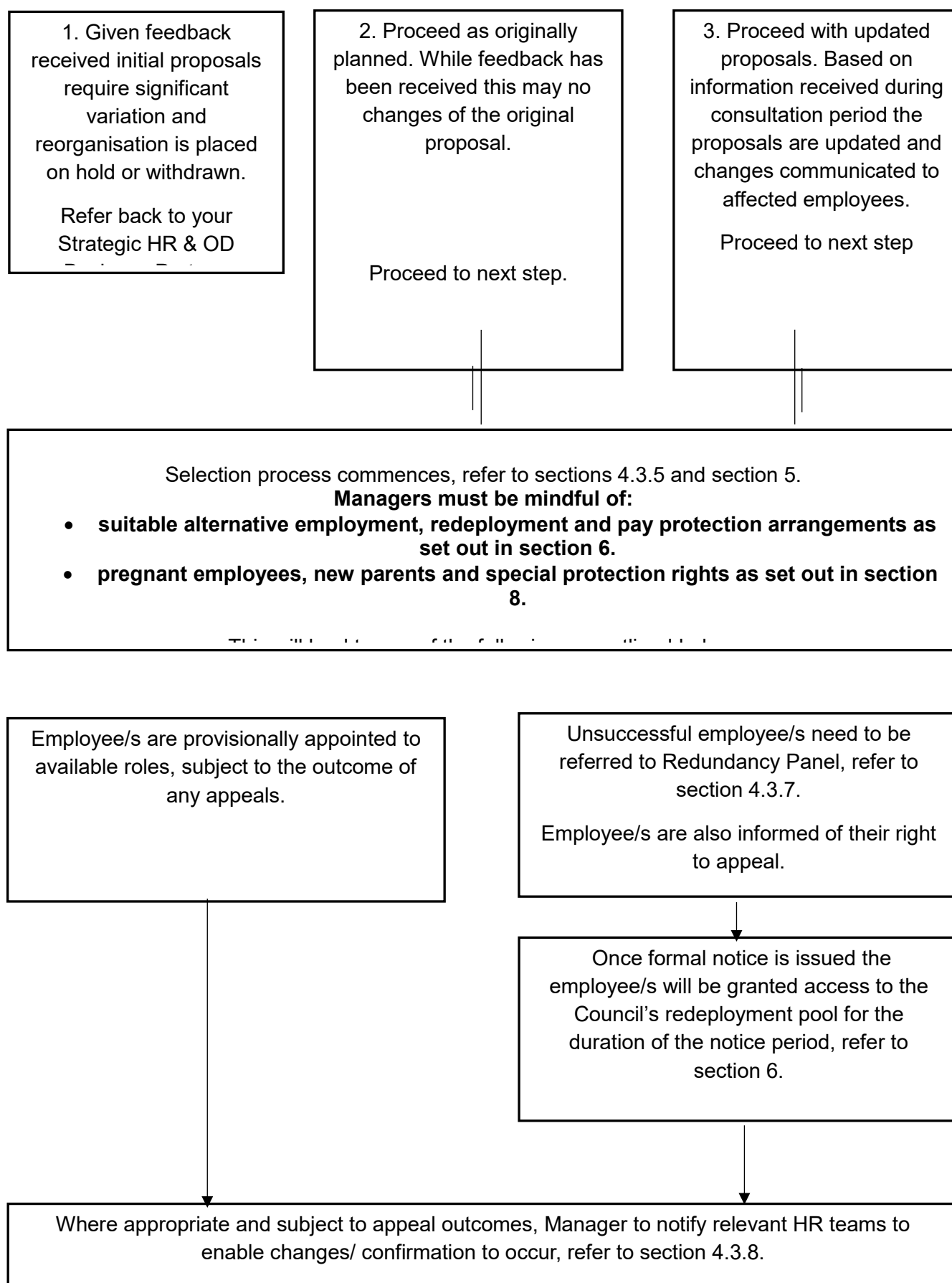
- Purpose, reason and impact of the changes
- An indicative timetable for the consultation and implementation
- Current and proposed structure charts (including new and updated job descriptions.
- Impact on employees, e.g. assimilation, ringfence arrangements, selection methods and any potential redundancies.
- Full details can be found in section 4.3.1.



End of consultation, refer to section 4.3.4.

One of the following will occur:





Appendix D - Expression of Interest Form

Post/s applying for: <i>Please list in priority order if there is more than one post you are interested in.</i> <i>You must address how you meet the essential selection criteria for each post in the section below.</i>	1. Job title:
	Grade:
	2. Job title:
	Grade:
	3. Job title:
	Grade:
	4. Job title:
	Grade:

Name:	
Current job title:	
Grade:	
Temporary Grade: (if applicable)	
Are there any changes to your working arrangements you would like to be considered?	
Contact telephone number:	
Do you consider yourself to have a disability? Yes/No	

Give details of how you meet the essential selection criteria for each post you have indicated above

Post 1

Post 2

Post 3

Post 4

Ensure that you submit the form to your manager no later than the closing date.

Appendix E - Appeal Form

Selection for Redundancy - Appeal Form

Employees who are unplaced in a Restructure and are therefore to be given notice of redundancy have a right of appeal against this decision. The appeal must be made in writing using this form. The completed form must be returned within 10 working days of the date of the decision letter and must be completed in full, outlining the reasons for the appeal.

Name		Service	
Job Title		Contact Telephone	
Line Manager			

Please outline your appeal; giving as much detail as you can, including any evidence you have to substantiate your appeal (Please use additional paper if required).

Please note that your appeal will not be lodged until the form is completed in full.

Signature	Date
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The completed form must be returned to: humanresources@haringey.gov.uk

Document Control

Key Information	
Title	Organisational Change Policy
Document Type	Policy
Document Status	New
Author	Strategic HR & OD Business Partners
Owner	Head of Employee Relations, Business Partners & Reward
Contact	Employment Practice Manager
Approval Body	General Purpose Committee
Date of Publication	

Revision History			
Version	Date	Summary of Changes	Name
V 1.0	December 2024	New policy, using agreed process for policy revision.	Strategic HR & OD Business Partners