



South Downs National Park Authority

Restructure Policy and Procedure

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Policy Statement

The SDNPA is committed to creating as stable a working environment as possible through workforce planning which reflects the strategic vision and priorities for delivering its services within the National Park.

However, in today's environment no organisation stays static and change is increasingly part of modern organisational life. The nature of change taking place varies in scope and size. Some changes will have a wide impact on all employees, whereas others may be more localised affecting employees in only a specific area of work.

For the purpose of this policy, change is defined as major or significant organisational change, which may include:

- Closure, transfer or restructuring of a specific service or facility
- A programme of action designed to achieve improvements in service delivery
- A programme of actions designed to achieve efficiency savings
- Outsourcing of a service provided in-house or insourcing of a previously bought-in service
- Procurement of a new or pre-existing service
- Response to statutory requirements

A broad outline of the process and procedure for managing change is identified within this policy. However, this is intended only for guidance since it may be necessary to modify the procedures and process depending on specific circumstances. In all cases of organisational change the SDNPA will follow the ACAS guidelines and ensure compliance with any statutory requirements.

Planning for change

Significant change that has an impact across the whole organisation or on a number of people will be identified at SMT level. Minor changes affecting a smaller number of staff or changes in job roles are likely to be discussed between the Head of Team and the Director.

In all cases HR will be involved at an early stage in order to support and advise and ensure that appropriate processes and procedures are followed and that communication and engagement with staff is started at the earliest possible stage.

Once the initial change proposals have been identified, an implementation plan and a timeline will be produced so that the organisation is clear on what is proposed, who is responsible and what needs to be done by when. The Joint Consultative Committee will be involved at all key stages.

• **Communication and Consultation**

A critical part of any change programme is to ensure that all staff are kept informed at all stages, even if is just to let staff know there have been no further developments. It is difficult to plan generally for all potential change initiatives, but the following broad outline will be followed as far as practicable:

- Proposals made by management and approved as required
- Proposals shared with JCC via a meeting and normally followed up in writing.

Note. Where the change proposed has the potential to displace staff, the written communication will set out the minimum information requirements that would otherwise be required statutorily, regardless of the number of staff that may be affected. Where not subject to a minimum statutory collective consultation period, the length of meaningful redundancy consultation will vary depending upon the circumstances, e.g., the number of people potentially affected, the complexity and impact of the proposals, etc. The consultation will include the seeking of ways to avoid or reduce the number of redundancies, or mitigate the effects of redundancies.

As considered appropriate in the particular circumstances, individual consultation will either be conducted alongside, or take place following, the wider consultation. Staff who are directly affected by the proposals will be offered an individual meeting where the proposed changes and the potential impact on the individual will be outlined. Where changes proposed mean an individual may be at risk of redundancy, this will be formally advised both orally and in writing. Staff may if they wish be accompanied by a Unison representative or work colleague to these meetings. Staff will be given the opportunity to ask questions, express their views and to make alternative suggestions regarding how redundancies may be avoided. Views and suggestions will be given genuine consideration and be fully responded to either in writing or at a further meeting.

- **Avoiding Redundancies**

The SDNPA will attempt to avoid compulsory redundancies by considering the introduction of various measures. These may include: restricting recruitment; reviewing any employment of contractors, agency workers or temporary staff; offering further flexible working; offering voluntary redundancy/early retirement; seeking redeployment of staff wherever possible; etc. Redeployment may be achieved by the operation of contractual flexibility or mobility clauses, or both, offers of suitable alternative employment or making available other redeployment opportunities. However, with a relatively small organisation and a high number of specialist roles, it may not be possible to avoid redundancies altogether.

- **Redundancy**

Any redundancy which occurs will be handled in accordance with statutory obligations, ACAS good practice and in a fair and sympathetic manner. Selection for redundancy will be on the basis of objective criteria which do not unfairly discriminate against individuals. These will be the subject of consultation on a reorganisation by reorganisation basis, but, whilst not an exhaustive list, some or all of the following factors could be considered:

- Skills, competencies, qualifications and experience required;
- Length of service (a maximum of 5 years is taken into account);
- Absence records;
- Disciplinary records (taking into account only current warnings, excluding informal sanctions);
- Issues of performance or capability (where a member of staff has been advised of concerns and is under formal procedures or cautions are live);
- Current PDR ratings;
- Any other relevant factors as agreed on a case by case basis.

Notice of termination of employment on the grounds of redundancy will not be given until:

- Full consultation with the individual has taken place
- All reasonable alternative options have been considered

The length of notice periods will be, as a minimum, an individual's contractual or statutory notice entitlement, whichever is the greater. The HR Manager will advise staff of their individual entitlements.

Where an employee's employment is terminated on the grounds of redundancy and they have at least two years' reckonable continuous service they will be entitled to a redundancy payment. The amount of the redundancy payment will be calculated by reference to the employees' age, length of service and contractual actual weekly pay, i.e., not capped at the statutory maximum where weekly pay exceeds this. (The total number of weeks' redundancy pay to be paid may be worked out by using the Ready Reckoner at Appendix 1, which calculates the number of weeks' pay due in accordance with the statutory scheme. Affected staff will however be given details of their redundancy pay entitlements.) Those aged 55 or older at the point of being made redundant and who are qualifying members of the Local Government Pension Scheme will also receive payment of their annual pension and any pension lump sum payment due.

Staff who would otherwise be redundant will lose their right to a redundancy payment if they resign prior to being issued with notice to terminate their employment. A member of staff under notice of redundancy may however submit a request for early termination of employment and, if agreed, they will remain entitled to receive a redundancy payment (duly recalculated if appropriate, e.g., to take account of their revised length of service). Staff who unreasonably refuse an offer of suitable alternative employment may lose their entitlement to a redundancy payment.

The Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999 has the effect, for redundancy payment purposes, of treating certain public body employment, including with the SDNPA, as though employed by the same employer. There are strict rules covering redundancy pay and reemployment by organisations listed in the Modification Order. Where an employee who would otherwise be redundant is offered another job (at any level of pay and conditions or working week) with a Modification Order employer before the date of redundancy, and accepts and starts the new job within four weeks of the date of redundancy, the employee is not dismissed in law (or entitled to a redundancy payment) and retains continuity of service for statutory redundancy purposes. If no offer is made before the date of redundancy, then the employee will be dismissed on grounds of redundancy (and be entitled to a redundancy payment), even though they may then take up Modification Order employer employment within four weeks of the date of redundancy.

- **Job Evaluation**

All new and revised roles will be sized in accordance with the job evaluation policy in current operation within the SDNPA. Reviews of jobs will include their job descriptions and person specifications, ensuring that duties, responsibilities and competencies, etc. are accurately reflected. Once role-sized, the appropriate grade will be allocated to the role in accordance with the SDNPA grading structure.

- **Salary Protection**

Salary protection will be applied for three years on a mark-time basis (no protected salary band progression or pay award), from either:

- the implementation date of a regrading of an existing role; or
- the date of appointment where the individual is redeployed to a role on a lower grade.

If salary protection still applies at the end of the three year period the individual will be placed on a salary within the new grade that minimises any loss to their pay.

Where an individual on a protected salary qualifies for a performance related payment through the PDR process, the payment will be based on their new substantive grade salary and paid on a non-consolidated basis.

- **Excess Travel**

Where an individual is compulsorily moved from one work location to another and the distance of travel increases by more than 5 miles each way, and where they remain on the same grade or the post is downgraded to a lower grade, then any increase in travel costs will be reimbursed for three years. The payments will be based on either an excess mileage rate equivalent to the mileage rate applicable at the time or the actual increase in public transport costs.

- **Relocation**

SDNPA will not contribute to relocation costs for any existing employee moving home as a result of organisational change.

Statutory Redundancy Pay Table

Appendix I

Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	1	1½	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	1	1½	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	1	1½	2	2½	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21	1	1½	2	2½	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
22	1	1½	2	2½	3	3½	-	-	-	-	-	-	-	-	-	-	-	-	-
23	1½	2	2½	3	3½	4	4½	-	-	-	-	-	-	-	-	-	-	-	-
24	2	2½	3	3½	4	4½	5	5½	-	-	-	-	-	-	-	-	-	-	-
25	2	3	3½	4	4½	5	5½	6	6½	-	-	-	-	-	-	-	-	-	-
26	2	3	4	4½	5	5½	6	6½	7	7½	-	-	-	-	-	-	-	-	-
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-	-	-	-	-	-	-	-
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-	-	-	-	-	-	-
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-	-	-	-	-	-
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-	-	-	-	-
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-	-	-	-
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-	-	-
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-	-
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

Redundancy Pay Calculation

For an approximate calculation of your redundancy pay please use the following formula.

Annual salary ÷ 52 = weekly pay

Age at date of redundancy – only full years and not months

Length of continuous service i.e. cumulative **continuous** service with all eligible employers – full years only and not months, maximum of 20 years

Use the chart calculate the number of weeks pay.

For example:

Annual salary £30,000 – weekly pay - £576.92

Date of redundancy: 31.03.16

DOB: 04.06.74 Age on date of redundancy: 41

Date of continuous service: 01.02 2007 – 9 years continuous service

41 (row) / 9 (column) = 9 weeks pay x £576.92 = £5,372.28

This should only be used as an approximate guide and HR must be contacted for an accurate figure.