

RESTRUCTURING PRINCIPLES AND REDUNDANCY GUIDELINES

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1 Introduction

- 1.1 This document supports the [Change Management Principles](#) and specifically details the key principles for managing restructures at Nottingham City Council (NCC). Managers should engage with their relevant HR specialist (Service Redesign Consultant or HR Business Partner) before embarking on a programme of change and should refer to the Change Management Principles and other supporting documentation.
- 1.2 Managing change is an essential part of delivering and refreshing services in today's economic climate in order to continue to meet the Council's priorities. A regular review of work undertaken and restructuring of activities is becoming more of a necessity to make sure that roles and functions are fit for purpose both now and in the future.
- 1.3 This document aims to help managers identify the people management issues and processes required to support new organisational proposals and highlights the key requirements that need to be considered when altering job roles, grades etc. and where redundancy principles may apply. The [Change Management](#)

[Principles](#) refers to wider people management elements and other examples of change management, such as TUPE (Transfer of Undertaking (Protection of Employment), changes to working patterns etc. It is therefore important to read the full range of documents and guidance available before commencing a restructuring process.

- 1.4 This document is a guide, is not contractual and will be flexible to meet the needs of the service.
- 1.5 ‘Colleagues’ / ‘Employees’ for the purposes of this document are those who hold permanent or temporary (including fixed-term) contracts of employment. It will not include agency workers¹, the self employed (e.g. consultants), PATRA trainees or casual workers.
- 1.6 Employees will always be considered in their substantive roles. Therefore, if a colleague is on secondment or is undertaking additional duties or ‘acting up’ this will not normally be considered. However, there may be occasions where a colleague has been undertaking additional duties or ‘acting up’ for a considerable period of time and could argue that these duties should have formed part of their permanent role. In these circumstances managers should seek advice from the Service Redesign Consultants (SRC).
- 1.7 Restructuring must not be used to address issues of individual [under performance](#) or [ill-health conditions](#)². Where these situations occur they should be addressed through the appropriate procedure.

2 Key Steps to Restructuring (including Redundancy)

Key Steps (indicative - may not be in order below)
<p>1. Planning.</p> <p>Consider proposal business case.</p> <p>Seek advice from HR Service Redesign Consultant/ Business Partner.</p> <p>Consider whether an Equality Impact Assessment (EIA) should be undertaken. There may be two separate EIA’s required: one to consider internal impact of change on employees and another one to consider external impact on citizens relating to service delivery.</p>
<p>2. Map out the impact on people – this will determine how formal the process will need to be.</p> <p>Scope out the financial impact e.g. any grade changes – this will inform how much the new structure will cost.</p> <p>Formal job evaluation will take approx 2 weeks (see section 5).</p>

¹ Although the document does not apply to agency workers, they will be able to apply for open vacancies advertised by the Council either internally or externally.

² Colleagues with existing long term ill-health issues leaving the Council under redundancy (with redundancy pay) may claim ill-health retirement soon after being made redundant. The reason being, although the employment contract has come to an end, pension regulations continue to apply. Therefore it is important that colleagues are considered in accordance with the appropriate procedure and any dismissal is for the correct reason; i.e. colleagues with ill-health issues are assessed for ill-health retirement prior to redundancy assessment.

3. Confirm appropriate approval from the relevant forum (e.g Departmental Leadership Team (Corporate Director approval), Delegated Decision Making form (DDM), Appointment of Conditions of Service [ACOS] etc) (see Appendix 1).
4. Formal consultation with Trade Union representatives and colleagues on the proposals. If necessary confirm final outcome and seek further approval (see Appendix 1).
5. Populate the new structure and determine which colleagues are affected via appropriate selection/assessment processes. Conduct stress risk assessment .
6. Follow Project People Process (formally known as Redeployment) for any displaced colleagues
7. Induction/development plan for remaining colleagues in new structure
8. Voluntary and compulsory redundancy (only as and where necessary).

3. Planning

3.1. Planning is key to the success of any change programme. The more thought and preparation that is put into the process before it commences, the smoother the change process is likely to be. A project plan/implementation timetable should be developed detailing how the new restructure will be implemented including the details around scope, stages, resources, responsibilities, timescales, key milestones and risks.

3.1. The above table shows some of the steps involved in a review, although the order may change depending on the review requirements.

3.2. Managers should not underestimate the time needed to ensure that a change programme is effectively implemented. Undertaking a change management process such as a restructure takes preparation and time which will be in addition to the normal day to day activities. The most important step of the planning stage is to consider how this will be achieved and what resources will be needed (e.g. preparing job descriptions, project support, organising meetings, including Trade Union Consultation meetings etc).

4. What changes need to take place?

4.1. The business case for any change management process will drive what changes are required, by when and how much they will cost. It is important to involve HR colleagues at an early stage when contemplating change that will impact on employees (as well as finance colleagues at the appropriate time as they will need to provide for the costs of implementing the proposals). Structural change may entail for example, a straight forward restructure, a complex transformation programme or it may necessitate the need to

make redundancies. This guidance follows good management principles that should enable effective restructures to take place, including those that may include formal redundancy scenarios and therefore require a legislative process to be followed.

- 4.2. There are a range of tools available on the [HR intranet pages](#) that can help with mapping change and considering how to move from A to B. The HR Service Redesign team can also assist managers with the process.

5. What are the Implications of the Changes on my Team?

- 5.1. Once the business case has been scoped out, the new requirements for the service functions should be broken down into new roles and responsibilities. It is at this stage that the impact on current postholders needs to be considered.
- 5.2. This may range from simply updating current job descriptions to significant updating and rewriting (all of which may then affect current grade); merging of two or more roles, reducing the number of roles or straightforward deletion of one or more roles. The HR Service Redesign team can advise on this process and should be engaged at the earliest opportunity. They can also challenge thinking and help to shape the development of proposals. Financial advice should also be sought at this stage. The Finance Business Partner can support in mapping out the financial impact including the before and after costs, any grade changes and any other financial considerations.
- 5.3. If changes have been made to a Job Description, it is important to check if this will alter the grade of that post. The Job Evaluation team will provide advice and guidance on changes to Job Descriptions and grading. Any new grades will impact on potential cost of the new structure and the potential impact on employees. Therefore, in order to ensure any formal consultation is meaningful it is important to finalise grades before commencing consultation.
- 5.4. Job Descriptions / grades will be subject to formal consultation and therefore will remain 'indicative' through the consultation process. If further changes are made, further evaluations checks will need to take place. This may impact on consultation timelines.

6. Designing the Change Programme

- 6.1. The differing impact on employees will determine next steps and how formal the process needs to be.
- 6.2. The key driver for any change or service redesign programme must be to ensure the service to the citizen/ customer is improved, becomes more efficient and will be economically viable for the future.

NCC aims to have the “right people in the right place at the right time” to deliver efficient services. Whilst current roles may no longer be appropriate, the starting point of any service review should be to evaluate the skills and roles required going forward and to try to minimise disruption to services whilst retaining skills and experience. This is not always possible to achieve and in some circumstances a completely new set of skills will be required to deliver the new service. It may even be necessary, for business reasons, to cease delivery of a service or function and in such circumstances, redundancies may be contemplated (see Section 7).

- 6.3. New roles within the proposed service should be considered for those existing team members who are affected by the proposed changes first. It may be the case that some employees have a closer fit to the new roles than others and therefore new posts will be ‘ring-fenced’ to certain groups.
- 6.4. The HR Service Redesign team can assist in advising how job roles should be ‘ring-fenced’ and which employees have greatest priority over the new roles. This should be considered based on their current duties, roles and grades. Examples of different scenarios (including redundancy) can be found at Appendix 2. These are only examples and each change process may be different –involving more than one of these scenarios, a blend of one or two scenarios or a completely new scenario.
- 6.5. Where an established post is currently being filled by an agency worker (i.e. not an employee), and that post has not been identified for deletion, the post will be treated as a potential vacancy that any employee provisionally selected for redundancy can apply for.

7. Determining a Genuine Redundancy Situation

- 7.1. For a genuine redundancy situation to be established, one or more of the following conditions must be met:
 - a cessation of the entire business by the employer or;
 - a cessation of business at the colleague’s workplace, or;
 - a cessation or diminution of the employer’s requirement for colleagues to carry out work of the particular kind undertaken by the colleague. (This will be the most usual justification for redundancies being made by NCC).
- 7.2. Section 12 gives further guidance on the legal requirements that need to be adhered to when contemplating making redundancies.

8. Communication and Consultation.

- 8.1 It is critical that management are seen to lead any change process, to deliver key messages to their employees and to ensure all employees are involved and understand the changes facing them.
- 8.2 **Communication** - It is helpful to involve team members and employees in shaping the vision of a new service - early involvement helps to ensure 'buy-in' at a later stage. (See also the [Change Management Principle](#)). Often the people who deliver services better understand what works well and what can be improved. It is important to understand however, the critical point at which formal consultation needs to take place, especially if contemplating making redundancies. HR Service Redesign Consultants (HR SRCs) can advise on this (another reason for their early input).
- 8.3 **Consultation** - there are different situations where employers should consult with their employees. This could be 'informally' on an individual or team basis, 'formally' on an individual or team basis, formally with Trade Union colleagues or as part of a Collective Consultation process (when contemplating redundancies).

Formal Consultation - It is important to involve the recognised Trade Unions when embarking on a change management process. The Trade Unions play a critical role in representing and supporting individual employees and therefore need to fully understand the rationale for change and the impact on their members.

Early engagement with the Trade Unions is helpful and can 'smooth' the employee relations mechanisms. NCC agrees to consult with the Trade Unions when commencing local restructures. This would normally take place within the Departmental Joint Consultation Committee.

Collective Consultation - There are legal requirements on when an employer must collectively consult on a formal basis with the Trade Unions when contemplating making redundancies. The statutory minimum consultation period will depend on the number of redundancies proposed as set out below:

- 1-19 employees – no specific period required, although NCC is under a legal obligation to begin consultation 'in good time'*
- 20 -99 employees – 30 days consultation required
- 100 or more employees – 45 days consultation required.

In defining the relevant timescales, seek advice from the HR Service Redesign Team. *NB: It may be reasonable to plan for a minimum of 30 days consultation to allow for a full and meaningful consultation process.

The duty to consult applies as soon as NCC has ‘formulated specific proposals to make redundancies’. This would normally be following approval to take forward service change proposals.

Consultation must be genuine and meaningful. Section 12 provides further guidance.

Individual Consultation - Although consultation may be taking place on a group / collective basis, it is also important to consult with affected individuals. There are no legal timescales for individual consultation, however the ‘genuine and meaningful’ requirement still applies and should be considered when arranging one-to-one meetings with affected colleagues.

Public Consultation - It may also be necessary in some cases to conduct a period of public consultation if the proposed change has a significant impact on service users. This should take place before any colleague or trade union consultation commences, unless there is legitimate reason not to, and may impact on timescales.

9. Delivering the Change

- 9.1. ***Seek approval*** - In some cases, formal approval must be given to endorse a change proposal or give authority to commence consultation. Appendix 1 refers to the kinds of approval processes NCC has in place.
- 9.2. ***Prepare relevant documentation*** – dependent on the process to be followed, relevant documents must be prepared before any formal processes start. These could include: job descriptions (which should be graded), structure charts, proposed timetable, enabling documents etc. - it is often essential to capture process principles for larger programmes in an ‘Enabling Document’.
- 9.3. ***Confirm the change process*** - As stated in section 9.6, if people are affected/ or at risk of redundancy, as their current role has been altered, merged or deleted, new posts should be considered for them as a priority. Appendix 2 gives examples of different types of change and how they may impact on employees.
- 9.4. ***Communicate with your employees*** – the type of HR process (described in Appendix 2) determines the type of conversation to be had, whether this is communicating the changes to an individual or team, groups / formal consultation or collective consultation.
- 9.5. ***Confirm the impact on individuals*** – this may be by letter or follow up email (if the process is less formal), and could include the rationale for change, impact on the person and next steps (including process for challenging any proposed change).

9.6. ***Follow the appropriate HR process*** – in accordance with Appendix 2, this could be a simple ‘re-grading’ of a post or a full scale service restructure.

9.6.1 To populate a new structure, it is often easier to consider appointment processes (including ring-fenced processes) by starting with the most senior post in the new structure – this way, posts can sometimes be ‘released’ for people who may be affected further down the structure. Also any new senior employees can help to assist with recruiting to the posts beneath them.

9.6.2 Any vacancies in the new structure – either posts that are unaffected or posts that have no-one ‘matched’ against them, should be offered to those employees who remain at risk first, including temporary fixed term employees, unless they have already been deemed unsuccessful for the post. The recruitment process should consist of a full assessment process based on the requirement of the role.

9.6.3 Any remaining vacancies at the end of this process must be considered for Project People before being released more widely within the Council.

9.7. ***Being available*** - some people find change unsettling and worrying. Managers should ensure that through a change process, they are visible, available and ensure that communication channels are open. People may find it helpful to ‘drop in’ and talk through their concerns, rather than bottle them up. (N.B. please also refer to guidance at section 13 re Employee Support).

9.8. ***Keep communication channels open*** – consult with affected people to seek their ideas and feedback, whether this is informally or formally. Regularly update people on the process and have extra team briefs.

9.9. ***Close the process*** – this may be an agreed outcome between manager and employee or formally closing collective consultation with the Trade Unions.

10. Post Implementation

10.1. It is always important to review a change process immediately after the process (to capture what went well and not so well and what lessons can be learned and shared with other colleagues) but also to review after a few months to see if the change has been embedded and has achieved the planned improvements.

10.2. There are formal processes to follow immediately after any consultation period finishes and before implementation commences:

- Employees who are displaced will need to be supported and given the opportunity to seek suitable alternative employment via the Council's [Project People process](#)
- Employees may need to be served notice. The HR Service Redesign team will advise on contractual and statutory notice provisions and this can run concurrently with time spent accessing Project People – especially if an employee is entitled to three months notice
- Employees who have new roles will need support, training and development (please refer to the [Change Management Principles](#))
- People management systems must be updated to reflect new structures or changes to individual roles to ensure that:
 - individual pay/grade, hours and pension arrangements are correct
 - budgets are accurate
 - management reports are reflective and precise
 - the employee's contractual position is clear and new or revised employment contracts and job descriptions are issued where appropriate.

11. Redeployment and Salary Protection

- 11.1. Following the close of a consultation period, any surplus employee who does not secure a post in the proposed new structure, will be able to access redeployment opportunities via the Council's [Project People](#) process (in line with the procedure in place at the time).
- 11.2. Alternative employment opportunities across NCC will be matched to the individual based on their strengths, skills, experience and knowledge.
- 11.3. Employees will remain the management responsibility of the 'exporting' manager until they have successfully passed a work trial. If it is necessary to extend a work trial, this should be with the 'exporting' manager's agreement but should be funded by the 'importing' manager.
- 11.4. For employees who are employed on a fixed-term contract, it is recommended that at least four months prior to the expiry of the contract, the manager meets with the employee to consider on what basis the employee should be considered for redeployment via Project People. For more information, refer to the [Fixed Term Contract guidance](#) in the People Management Handbook. The HR Service Redesign or HR Resourcing Team can also advise.
- 11.5. Any colleague who is redeployed into a "suitable alternative employment" post of a lower grade than their substantive post will receive pay protection in accordance with the Council's [Pay Policy](#).

12. The Legal Position in relation to Redundancy

12.1. Section 7 gives guidance on how to determine if there is a genuine redundancy situation. This section explains in more detail the key considerations that an employer must undertake when contemplating making redundancies.

12.2. Consultation

12.2.1. The Council must formally consult with the recognised Trade Unions when contemplating making redundancies. Section 8.3 gives details of when this duty takes effect. As part of this statutory requirement (Section 188 of the Trade Union Labour Relations (Consolidation) Act TULR(C)A, 1992), the Council must provide information at the beginning of the collective consultation period. The HR Service Redesign Team can assist with this activity.

12.2.2. Managers will be expected to lead collective consultation and ensure that their managers and Team Leaders conduct meaningful individual consultation meetings. Guidance to support managers through individual consultation can be obtained through the HR Service Redesign Team.

12.2.3. During consultation, colleagues and their Trade Union representatives will have an opportunity to:

- contribute alternative suggestions and feedback on the processes
- explore the possibility of alternative working arrangements and alternative employment
- contribute alternative suggestions and feedback including, where appropriate, ways of avoiding, reducing or lessening the effects of any potential redundancies
- challenge selection processes.

12.2.4. Colleagues who are absent from work (including those on maternity leave (see section 12.6) or sickness absence), will not be precluded from the change process and must be consulted. Managers must seek advice from the HR Service Redesign Team in these circumstances.

12.2.5. Colleagues provisionally selected for redundancy will be invited to participate in individual consultation meetings (allowing Trade Union or work colleague representation) regarding their provisional selection. There is no 'minimum' number of meetings required and there should be sufficient time for colleagues to discuss any ideas, queries or concerns that they may have.

12.2.6. Individual consultation allows the opportunity for colleagues at risk of redundancy to have relevant issues and challenges considered, therefore the Grievance Procedure does not apply in this regard (however, please see section 12.5 for appeal process).

12.2.7. Individual consultation meetings will be conducted by relevant managers who may be accompanied by another manager acting as a 'buddy' (e.g. taking notes).

12.3. **Notice to the Secretary of State - [\(HR1 form\)](#)**

12.3.1. There is a legal requirement to notify the Secretary of State for Business, Innovation and Skills if an employer is proposing to make redundancies of 20 or more employees. This must be done:

- At least 30 days before the first dismissal takes effect where the employer proposes to dismiss 20-99 employee at one establishment within 90 days or less
- At least 45 days before the first dismissal takes effect where the employer proposes to dismiss 100 or more employees at one establishment within 90 days or less.

Managers should liaise with their relevant HR Service Redesign Consultant to ensure this legal requirement is met.

12.4. **Fair Selection Criteria used to Determine Redundancy**

12.4.1. The processes suggested within this guide should serve to protect NCC and it's employees and ensure any restructuring process is fair and transparent, whether that process includes making redundancies or not. However, there are strict criterion that should be followed when determining whether an employee is selected for redundancy – this will, in turn, ensure that any dismissal that may be made is fair.

12.4.2. By following the steps referred to in section 9.6 (regarding ring-fencing) and Appendix 2 will help to determine which employee or group of employees, is potentially affected by the proposals to make redundancies.

12.4.3. If there is a need to reduce the number of posts or a current post has been deleted and replaced with another, the Council refers to the affected employee/s as being 'potentially' at risk of redundancy – i.e. that the post is at risk, but it may not be a particular post holder that will be made redundant. For example, there are 10 employees currently and the new structure will only have 8 posts. All employees are potentially at risk of redundancy, but only 2 of them will be made redundant (if not successfully redeployed).

12.4.4. It is therefore critical that a fair and transparent selection criteria is applied in order to determine which 2 employees are 'provisionally' selected for redundancy. The selection criteria should be the subject of collective consultation with the Trade Unions and can include for example:

- employee records (e.g. disciplinary action, attendance levels, unauthorised absence, poor timekeeping, etc. (see Appendix 3 and Appendix 4))
- specified relevant qualifications
- an assessment process if for instance the new posts have very different skill sets which might include:
 - Competitive interviews
 - Skills and strengths assessments/tests
 - Psychometric / Behavioural tests
 - Physical ability (where applicable to the nature of the post duties)
 - Presentations
- Length of service (managers must seek HR advice where seeking to use this criteria).

12.4.5. The selection process must avoid indirect, direct and associative discrimination, or discrimination by perception. For example, although sickness absence records can be used as a criterion they must exclude disability or pregnancy related illnesses to avoid potential discrimination claims. See Appendices 2, 3 and 4 for the various selection processes that can be used.

12.4.6. If it is proposed that a post(s) is to be deleted and not replaced, the postholder will be 'provisionally' selected for redundancy – i.e. that they are at risk of redundancy, subject to full and meaningful consultation.

12.5. **Individual Appeal against Method of Selection**

12.5.1. Employees can raise any concerns they may have regarding the way in which the selection criteria has been applied to them and this should be done in the individual consultation meeting as soon as possible. If the employees remains dissatisfied with the response regarding their selection, this should be captured in the notes and the employee should receive a written response within 5 working days of the rationale regarding their selection. If the employee is still not satisfied with the response they are given, they can raise this via a formal appeal letter to their manager. This should be done within 5 working days of receiving their response.

12.5.2. On receipt of an appeal, the manager should seek advice from the HR Service Redesign Consultant and should arrange for a formal review of the selection to be undertaken by another manager who has not been party to the original selection, but who is suitably skilled to understand redundancy selection principles. This review might include a meeting with the individual/s affected.

12.5.3. That manager should form a view within 10 working days of receiving the appeal and should notify the manager and the employee of their

decision in writing. The selection process should not take place whilst this process is ongoing.

12.5.4. There will be no further right to appeal.

12.6. **Maternity and Redundancy**

12.6.1. Colleagues on maternity leave have the right to be consulted with in the same way as colleagues not absent from work.

12.6.2. Colleagues on Ordinary or Additional Maternity Leave, who are affected by a redundancy exercise, are automatically entitled under regulation 10 of the Maternity and Parental Leave Regulations 1999 to be offered any alternative vacancy available. This effectively gives employees on maternity leave the right to take precedence over other employees who are selected for reasons of redundancy, even if they are better qualified for the vacancy. This preferential treatment does not apply until the close of the consultation period when the 'at risk' status is confirmed and they have been selected for redundancy (unless it is felt there is reason to do so earlier - this should be judged on a case-by-case basis).

12.6.3. Managers who are making the decision as to whether a colleague who is on maternity leave during a redundancy exercise has the automatic right to an alternative vacancy need to consider carefully all aspects of the job on offer - including its function, remuneration, location and suitability for the colleague in her particular circumstances.

12.6.4. There are two conditions on the right to be offered an alternative position:

- the work offered must be both suitable for the employee on maternity leave and appropriate for her to do when she returns to work; and
- the contract applying to the new job must not be "substantially less favourable" than her previous contract. She must be capable of doing the work, and the place where she is required to work - and all other terms and conditions of her employment - must be suitable.

12.6.5. If the alternative role does not satisfy these requirements, the employee is not automatically entitled to it, and the Council is entitled to conduct an appropriate selection process if there is more than one candidate for the vacancy. This a highly complex area and managers should refer to HR Service Redesign Consultants for advice as each case needs to be considered on a case by case basis.

12.6.6. It should also be noted that women on maternity leave must be given the opportunity for appropriate reasonable adjustments to be made to

any assessment process that they are required to go through to ensure they do not suffer a detriment due to their maternity leave. The employee's qualifications, skills and abilities should be recorded as part of the Skills/Strengths based assessment process and along with any other additional information if required.

12.7. **Dismissal and Notice**

- 12.7.1. For colleagues selected for redundancy, contractual or statutory notice will be issued whilst in the Project People pool, whichever is the longer time period. Suitable alternative employment will be continued to be considered during the notice period.
- 12.7.2. Where colleagues have not obtained alternative employment during this period or are not working on a trial period, their employment will terminate by reason of redundancy at the end of their notice period.
- 12.7.3. Colleagues who are dismissed on redundancy grounds and who have two years continuous service with NCC or with previous continuous service with an organisation covered by the [Redundancy Payments Modification Order \(RPMO\)](#) are entitled to statutory redundancy pay. (Employees must have no more than one week's break in service between each organisation.) This statutory payment is calculated taking the employee's age, length of service and weekly pay into account.
- 12.7.4. Verified continuous service with organisations covered by the RPMO which has not previously been the subject of a redundancy payment will be included in any calculation for a redundancy payment. Colleagues may be obliged to provide documentary evidence of such service. Colleagues must disclose if they have previously received a payment from an organisation covered by the RPMO.
- 12.7.5. Colleagues accepting an offer of employment which commences within four weeks of the termination of their employment with NCC will be required to pay back their redundancy payment, if the new employer is covered by the RPMO.
- 12.7.6. Where an individual has two contracts of employment with the authority and one of the contracts is at risk of redundancy, legal advice will be sought to confirm the redundancy payment entitlement.
- 12.7.7. In exceptional circumstances it may be possible to offer the opportunity to apply for voluntary redundancy where it is evidenced that there is no potential for redeployment either in the revised structure or elsewhere in the Council. However, NCC is committed to the retention of talent, skill, experience and potential within the organisation and will look to support individuals into alternative roles through Project People wherever possible. Any decision relating to voluntary redundancy will be subject to a business case and will

require legal and senior management approval to justify the rationale for the decision. Further information regarding voluntary redundancy can be found at Appendix 5.

13. Outplacement and Support

- 13.1. It is recognised that colleagues may find the experience of a restructure or redundancy process stressful, emotional and difficult. Managers have a duty of care to provide support and guidance and if an employee does have concerns they should speak to their manager as soon as possible so that appropriate information and support can be offered. Colleagues may also contact their Trade Union representatives, or the PAM Assist for free confidential practical support and counselling on Free Phone 0800 882 4102 or visit the website www.pamassist.co.uk. The services provided by PAM are completely confidential.
- 13.2. Once an employee is provisionally selected for redundancy, they are entitled to 'Outplacement' support. The Council has engaged external support to employees to provide appropriate guidance and support such as assistance with writing application forms, CVs, interview skills and practical financial advice.

Further information regarding support and outplacement provision can be found in Appendix 6.