

ORGANISATIONAL CHANGE POLICY

Brief Description (max 50 words)	The University of Suffolk's Organisational Change Policy provides a framework for managing changes affecting staff, ensuring processes are fair, transparent, and consistent. It supports effective communication, consultation, and consideration of employee rights during restructures, role changes, or redundancies.
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Equality Impact Assessment Equality Impact Assessment	This document has been assessed for equality impact on the protected groups, as set out in the Equality Act 2010. This Policy is applicable as outlined in the 'scope' irrespective of age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality, and ethnic or national origins), sexual orientation, religion or belief, marriage, or civil partnership.

Amendment History

Version	Date	Reviewer Name(s)	Summary of changes
2.1	April 2024	Jo Campbell	Minor Legislation Change
2.2	January 2025	Angie Smith	Template Updated

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2.3	April 2025	Julie Burton	Clarity to terms and application of clauses within the policy with some examples provided.
2.4	June 2025	Jo Campbell	Clarity on protection period for primacy

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1. Introduction

- 1.1 As the needs and expectations of students, funding bodies, stakeholders and partner organisations change, there will inevitably be the need to remodel service delivery to match resources and skills against service requirements.
- 1.2 When such circumstances require the redeployment or reduction in the number of employees in a particular activity, there will be early and meaningful consultations with the trade union representatives.
- 1.3 This policy represents general guidance. It is not a full statement of legislation and case law. Further, it is not and cannot be a blueprint for use in the event of all redundancy situations or re-organisations. It is important that the spirit and principles of the policy are observed and that those items indicated as statutory requirements are actioned. Managers contemplating these arrangements must always seek advice and guidance from the People Business Partner.
- 1.4 This policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time.

2. Scope

- 2.1 This policy applies to:

- University of Suffolk employees

Should service conditions apply to any part of this policy, this will be detailed as relevant.

3. Consultation

- 3.1 Full and meaningful consultation with recognised unions and staff affected by planned changes will be undertaken at the earliest opportunity. It is essential that information is given to staff and trade unions at an early stage.
- 3.2 The recognised trade unions will normally be notified at least a week before affected staff are consulted with. On occasions, some business decisions will necessarily be taken prior to consultation. However, even in such circumstances there will remain many opportunities for dialogue as regards process and approach. For example, a decision to cease a particular service area may not be negotiable due to circumstances. However, the manner in

which that decision is implemented, in terms of securing redeployment opportunities and other supportive measures, would be an appropriate subject for consultation.

- 3.3 Where redundancies are anticipated, at an appropriate and early stage, the usual (statutory) information will be formally notified to the relevant representative trade union.
- 3.4 Further details of the statutory requirements for consultation and notification of redundancy situations are set out as Appendix 1.
- 3.5 Where a transfer of staff under TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) is anticipated, there is a statutory requirement for the employer of employees affected by the transfer to provide information to, and consult with, recognised trade unions. In particular, there is a duty to give reasonable notice of the following to employees and their trade union representatives (where reasonable is defined as a period long enough before the transfer to enable consultation to take place):
- The fact a relevant transfer is to take place
 - When it is to take place
 - The reasons for it
 - The legal, economic, and social implications of the transfer for affected employees
 - The measures, if any, which are planned in relation to affected employees
 - The measures, if any, which the purchaser or transferee plans to take in relation to transferring employees

4. Redundancy

- 4.1 Employees are dismissed as redundant if their dismissal is entirely or mainly because:
- The employer has or will stop carrying out the service/business for which the employees was employed; OR
 - The employer has or will stop carrying out the service/business in the place where the employee was employed; OR
 - The need for employees carrying out work of a particular kind has or will cease or diminish; OR
 - The need for employees to carry out work of a particular kind in the place where they are employed has or will cease or diminish.
- 4.2 Redundancy may also occur where re-organisation of a Department, School, section or job will result in significant changes or reduction in the status or nature of the work, the hours, the salary or the job location.

- 4.3 Redundancy may also occur when a fixed term contract, or a series of temporary contracts, expires without renewal. (In these circumstances close attention must be paid to the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002.
- 4.4 A checklist setting out the key steps to be followed in a redundancy situation is set out at Appendix 2.
- 4.5 A range of approaches, which may be customised for the purposes of selection for redundancy, are set out at Section 4 above.

5. (Suitable) alternative employment

- 5.1 Employees in a redundancy situation have a statutory entitlement to reasonable time off with pay to seek alternative employment. For example, an employee might reasonably request a period of paid time off to attend an interview with another employer.
- 5.2 As far as is reasonably practicable, the University will seek to identify suitable alternative employment for employees facing redundancy in order to preserve continuity of employment.
- 5.3 There is no strict definition as to what is or is not suitable alternative employment, however, for this purpose University of Suffolk will regard “similar” as being on the same band or one band above or below the redundant post, where the employee meets the essential criteria for the post. For some, a similar job at the same band but in a different location may be entirely suitable. For others, the move to a different workplace may render the alternative job unsuitable, by virtue of their particular circumstances.
- 5.4 An employee who accepts an offer of alternative employment will be given a minimum trial period of four weeks [or such longer period as may be agreed by the University to give them an opportunity to assess the suitability]. A development plan will be agreed with the employee to assist with the induction to the new role. In the event that the trial period is not successful then the employee will remain entitled to a redundancy payment.
- 5.5 An employee who unreasonably refuses an employer’s offer of suitable alternative employment may not be entitled to a redundancy payment.

6. Restructuring and appointing to roles

- 6.1 Care must be taken when restructuring to avoid discrimination which is unlawful and/or contrary to the University’s Equality & Diversity Policy

- 6.2 The employer may seek to establish a transition plan, from old to new structure, which is clear and transparent.
- 6.3 Where there is a clear similarity or match between specific jobs in the old and the new structure, it may be appropriate to 'ring-fence' such jobs, so that (where the number of posts matches the number of relevant staff), occupants are 'slotted in' to what is effectively the same (or a very similar) job in the new structure. A ring-fence is considered the closest possible match of current post holders to posts within the proposed structure, based on the similarity of the requirements of the current post and the proposed post (skills, knowledge, experience, qualifications, personal attributes, behaviours). Posts will also be ring-fenced where the number of employees who have a potential claim on a post is greater than the number of posts available. A selection process to determine appointment to the vacant post(s) will occur.
- 6.4 Where roles exist in the new structure, consideration should be given to restricting the posts for application by those displaced in the department. Individuals would be asked to 'express interest' in and apply for roles for which they consider they may meet the essential criteria. Such applications must be assessed in an objective manner, which will usually include an interview and / or other suitability assessment process.
- 6.5 There may be occasions however, where new/revised roles in the new structure are deemed sufficiently different. In these circumstances an external recruitment process may be undertaken to widen the applicant pool to ensure the right person is recruited to the role. This would not prevent internal applicants from applying but they would not be given priority as a suitable alternative.
- 6.6 Where the number of jobs are to reduce, staff may be invited to volunteer for redundancy. University of Suffolk may consider which, if any, requests to accept because of current and future requirements of the organisation. Discussions 'in principle' may be initiated with the line manager or Dean / Director / PVC. Additionally, confidential conversations can also be requested with a member of the POD team to explore this in more detail before a formal request for voluntary redundancy is submitted.
- 6.7 As an alternative to the above (or where there have been insufficient acceptable volunteers) the employer, in consultation with the unions, may identify appropriate criteria for selection for redundancy. These should be designed to afford reasonable objectivity and could be weighted to reflect relative priority. Such criteria may include: employee skills matched to those jobs remaining, ability of redundant employees to be retrained, performance, attendance (disregarding pregnancy or disability related absences), disciplinary

record, and any other criteria agreed between the employer and the employees. Use of the principle of 'last in, first out' (LIFO) is not recommended as a sole criteria.

- 6.8 In order to maximise opportunities for redeployment, the University may apply a freeze on advertising of vacancies so as to maximise opportunities for redeployment for staff affected by the restructuring.
- 6.9 University of Suffolk will ensure that any staff affected will be given preference in applying for any vacancies identified provided they meet the essential criteria for the vacancies concerned.
- 6.10 The above is a brief outline of a range of approaches. They are not in order of priority, nor will they suit every set of circumstances. Before pursuing any of these approaches or developing alternatives, professional POD advice and guidance must be sought.

7. Support for staff

- 7.1 During periods of change and uncertainty, it is important to communicate clearly, compassionately and empathetically with staff. The most appropriate method and frequency of communication will depend on circumstances – for some groups team meetings are a suitable approach, for others the use of newsletters or emails may be best suited. Key information should be provided/confirmed in writing to afford affected staff the opportunity to reflect on information provided and to seek advice from others if they so wish. In some circumstances, it may be appropriate to develop a change management programme. This may include training and development about new ways of working or may be aimed at developing new skills. Any such training and development should be reasonable and should support the individual in performing well in a redeployment role for which they already meet the main essential requirements.
- 7.2 In redundancy situations, there will be individual meetings with staff whose employment is at risk (see appendix 1 for further details).
- 7.3 Staff should be notified of supportive services (e.g., EAP) and of the availability of support from trade union representatives. Further information regarding support can be found via the Health & Wellbeing toolkit.

8. Protection of salary and pension

- 8.1 Salary protection will apply to staff who are confirmed as 'at risk' of redundancy or issued notice of dismissal by reason of redundancy by the University and who are redeployed into a post one band lower. Salary protection will not usually apply in the case of

redeployments for other reasons (e.g. because of injury, ill health or capability or where an individual applies for a lower graded role outside of a redundancy process.).

8.2 Salary protection will be based on freezing the current salary, for no longer than 1 year. Salary protection would cease if the employee concerned subsequently chose to accept an alternative appointment with University of Suffolk, or if a fixed term appointment ended within the 1-year period.

8.3 Should a further organisational change process result in further redeployment within the pay protection period, the following shall apply:

- To the same band: the original period of pay protection shall continue to its agreed original expiry date. There will be no renewal or restarting of the pay protection period as there will be no further detriment as a result of the subsequent redeployment (i.e. it is at the same band)
- To a lesser band (1 band below the first redeployment band (2 bands below the original substantive band)): a new period of pay protection shall commence from the effective date of change. However, pay will only be protected at the top of the band above the new / redeployment role and protection from this level will be applied for a fresh protection period.

Example:

Pay protection only applies on a one band differential.

Person A is employed in a Band 7 role which is declared redundant, effective 1 February 2025. They are successfully redeployed to a Band 6 role from this date. Pay protection at their current SCP (on Band 7) applies.

Changes to this role are further consulted upon and the role is declared redundant effective from 1 October 2025.

Person A agrees redeployment to a Band 5 role from this date.

As pay protection only applies on a one band differential, the original pay protection period ceases, and Person A moves to the top of Band 6 and pay protection is applied to bridge the difference to Band 5.

This continues for a new pay protection period which commences on the date of change (1 October 2025).

- 8.4 Staff whose salaries are to reduce as a result of redeployment, and who are members of the Local Government Pension Scheme, may be entitled to a certificate of protection of pension benefits, further information regarding this can be found on the LGPS website, alternatively please speak to a member of the People and OD team.
- 8.5 For staff who are members of the Universities Superannuation Scheme (USS), subject to the rules of the scheme, as amended from time to time. USS calculates annual salary based on each 12-month period of scheme membership (over a maximum of 13 years) and re-values each year (except the last) according to the Retail Prices Index. Pensionable salary is the highest revalued salary during the last three years of scheme membership, or the highest revalued salary averaged across any three consecutive years over the last 13 years of scheme membership. Further details can be found on the USS website, alternatively speak to a member of the People and OD team.
- 8.6 Should redeployment result in a change in band necessitating a change to contract type – i.e. from a Senior Staff or Academic Contract to a Staff Support (bands 1-4) contract, no protection will be applied to other terms and conditions, and the new terms will be applied from the date of change.

9. Relocation to other centres

- 9.1 In situations of obligatory redeployment covered by this policy, assistance with increased travel costs may be given where the new place of work is significantly further from home. In particular, where the alternative job results in a longer journey to work (more than 10 miles), the staff member may claim actual travel expenses for the additional home to work distance based on the University's Travel & Subsistence Policy for 12 months from the date of redeployment.
- 9.2 If the new role necessitates a significantly longer journey to work the staff member may be eligible to claim for help with removal expenses, subject to the provisions of the University's Relocation Policy.

10. Dismissal on grounds of redundancy

- 10.1 Having taken professional POD advice, and following consultation with trade union officials, the decision as to who will be dismissed by reason of redundancy will be taken by the relevant line manager. Such decisions must not be taken without due regard to advice from the POD Business Partner.
- 10.2 Employees whose roles are redundant have an entitlement to written notice (or compensatory payment in lieu) in accordance with their contractual or statutory period

(whichever is the greater). Employees may be required to work during their notice period; however, the University also reserves the right to pay all or some of the contractual or statutory period of notice in lieu – particularly where timescales for change mean that full notice cannot be given (or expire) before the dismissal date.

- 10.3 Letters of dismissal will refer to the employee's appeal rights. Such appeals will be dealt with in accordance with the Appeal Procedure (Dismissal)
- 10.4 Employees under notice may request to leave sooner (before the expiry of their issued notice), and to retain entitlement to redundancy or compensation payments. Where the request is made in writing and the request to leave is made during the period of statutory/contractual notice, and if the relevant Line manager does not object to the request this may be facilitated on the following basis:
- Where full contractual notice has been issued and the employee is required to work their notice by the University, any request to leave early and to therefore not work the remainder of their notice will have the effect of amending the date of leaving to that agreed and there will be no further entitlement to a payment for unexpired notice.
 - Where the University has not been able to issue full notice and therefore plans to make a payment in lieu of a portion of the notice period and a request is made to further bring forward the date of leaving by the individual, the only notice payable by the University will be either time worked, or time already agreed to be paid in lieu of notice. Therefore, if the employee leaves employment earlier, they shall not be paid for any period that is not worked or covered by an 'in lieu' notice payment.

In this circumstance, redundancy payments will continue unaffected.

Example:

Person B is issued with 1 months' notice of dismissal on grounds of redundancy on 1st April 2025. They are required to work their notice to complete a handover / close of records and filing and their last day of employment is scheduled to be 30th April 2025. Person B requests to leave their employment 1 week before the end of their notice period to commence a new job. The University agrees to this. Person B will be paid to 23rd April 2025 and will not be entitled to payment for the remainder of the notice period as they have requested (and agreed) not to fulfil their contractual obligation to work to the end of their notice period.

Person C is entitled to 3 months' notice of dismissal on the grounds of redundancy. However, their post will become redundant before this meaning that a portion of notice will need to be 'paid in lieu'. Person C is issued notice on 1 April 2025 and informed that their employment will cease on 30 April 2025. They are required to work to this date. They therefore are entitled to payment in lieu of 2 months' notice in addition to the month of April that they are required to work. Person C requests to be released from employment early – on 15th April, meaning that they would not fulfil the remaining 2 weeks of their employment (from 15th to 30th April). This is agreed and they are paid for the time that they work in April (1st to 14th) and then the portion of their notice (2 months) which was always required to be paid in lieu. They are not paid for the period 15th – 30 April as they were not employed during this time or able to fulfil their contractual obligations.

- 10.5 Where staff leave employment on the grounds of compulsory redundancy, they will not normally be eligible for re-employment by the University within what their contractual notice period had been at the time of leaving i.e.
- Bands 1 to 4 – no re-employment within 4 weeks to 12 weeks (depending on length of service)
 - Bands 5 to 9 –no re-employment within 3 months
 - SPOT salaries – no re-employment within 6 months
- 10.6 Where staff leave employment on the grounds of voluntary redundancy, they will not be eligible for re-employment by the University within one year of leaving.
- 10.7 Primacy for those on maternity/adoption/shared parental leave. There are special rights in law, known as “primacy” which extends to employees who are pregnant, taking maternity/adoption/shared parental leave and also those who have recently returned from maternity/adoption leave or at least a period of six weeks of shared parental leave. The duration of the protection extends from the date the employer is informed of a pregnancy until 18 months from the date of birth (maternity / shared parental) or the date of the child’s placement or entry to the country (adoption). For the duration of any coinciding leave and notice periods (i.e. not during redundancy consultation, unless selection processes are occurring during the consultation), they have the right to be offered any “suitable alternative employment” in the organisation, without having to go through a selection process or interview.

Primacy does not constitute unlawful discrimination, as it is a legislative requirement to enable people to continue in the workplace, and because the protection on the grounds of pregnancy and maternity does not protect those who are not pregnant or new parents.

11. Redundancy entitlement

- 11.1 Redundancy payments are calculated by reference to number of complete years of continuous relevant service to a maximum of 20 years, based on actual gross average weekly pay as per the table below:

Service	Pay
Each year before age 22	0.5 week's pay
Each year after age 22, before age 41	1 week's pay
Each year after age 41	1.5 weeks' pay

- 11.2 In addition, the employee's occupational pension scheme may make provision for benefits in the event of dismissal by reason of redundancy. The relevant scheme guidelines should be consulted. Advice will be provided through the relevant pension contact.

Appendix 1 - Redundancy – Consultation and Notification Requirements

Statutory Requirements

Where it is proposed to dismiss as redundant 20 to 99 (inclusive) at a location or establishment, formal consultation must begin at least 30 days before the first dismissal takes effect.

Where it is proposed to dismiss as redundant 100 or more employees at a location or establishment, formal consultation must begin at least 45 days before the first dismissal takes effect.

Where it is proposed to dismiss as redundant 20 or more employees at one location or establishment, notification must be made to the appropriate party on an HR1, in accordance with the above timetable for consultation. In addition, Section 188 of the Trade Union and Labour Relations (Consolidations) Act 1992 (TULRC) must be complied with regarding collective consultation.

Local Agreement

University of Suffolk's commitment is to consult informally with the recognised trade unions when two or more individuals are at risk of redundancy.

Purpose of Consultation

The law requires that consultation will be undertaken with a view to reaching agreement over ways of:

- Avoiding the dismissals
- Reducing the numbers of redundancies
- Mitigating the consequences of dismissal

These three areas are separate. An employer may genuinely consult with Trade Unions about ways to reduce the number of dismissals and mitigating the effects but may have genuine and demonstrable reasons for not consulting about whether or not to declare redundancies at all.

Notification

As part of the consultation process, the law requires the following statutory information to be given to the appropriate trade unions:

- The reasons for the proposal
- The number and description of staff whose job security might be at risk

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- The total number of employees of any such description employed by the University at the establishment or in the service area affected
- The proposed method of selecting employees who may be liable to redundancy
- The proposed method of implementing such staffing changes (this may include a reference to this policy and information about the time span over which dismissals may take place, and whether pay in lieu of notice is envisaged)
- The redundancy calculation approach

In the case of 20 or more proposed redundancies, Section 188 of the Trade Union and Labour Relations (Consolidations) Act 1992 (TULRC) must be complied with regarding collective consultation with Trade Unions.

General Meeting

At an early stage, the relevant senior manager, assisted by a People Business Partner, will meet with staff and their recognised trade union. The purpose of the meeting is to advise staff of the situation and to outline any possible alternatives. Staff should be advised of the likely time scale for redundancies and what opportunities exist for redeployment.

Further Consultation

It is likely that the consultation process with relevant recognised trade unions will include discussions regarding the method of selecting staff for redundancy. In determining the approach(es) to be followed there is a duty to be fair to both employees and to University of Suffolk.

There are options for selecting for redundancy / making appointments in a new structure as outlined in this policy. Length of service, or LIFO (last in first out), is not a desirable sole criterion.

Individual Meetings

There will be individual meetings with staff at risk of redundancy. These meetings will usually be undertaken by the line manager assisted by a People Business Partner. Individuals may be accompanied by a trade union representative or a work colleague and are expected to make their own arrangements for this if they so wish (it will not be assumed by management that individuals may want union representation or arrangements made on the behalf of individuals)

The purpose of the interview will be to discuss the possible redundancy situation in terms of:

- The employee's aspirations

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- Any opportunities for redeployment
- Statutory entitlements (e.g. time off, trial periods, notice periods etc)
- Estimated entitlements to redundancy, pension benefits
- Queries relating to work or domestic situations
- Possible retraining opportunities

Appendix 2 - Redundancy Checklist

Planning

- Are redundancies anticipated?
- Are you sure this is a redundancy situation?
- How many staff work in the affected area(s)?
- How many posts are likely to be redundant?
- Check the time scales for consultation in Appendix 1, taking into account the number of staff who may be redundant
- Can you think of any ways to avoid redundancies?
- Consider how you might select people for redundancy
- Consider seeking volunteers for redundancy
- Be clear about who's doing what. Identify who will manage the process.
- Plan your communication strategy – how will you keep staff informed?
- Ask a member of the People & OD team to obtain estimates of redundancy and pension benefits.

Consultation

Director/Dean supported by a People Business Partner to notify the recognised trade union.

- Provide the statutory information set out in Appendix 1.
- Does POD need to notify the relevant part on an HR1? (Refer to Appendix 1)
- Arrange to meet with staff to notify them of the situation. (Refer to Appendix 1). If possible, Director/Dean
- should write to staff to notify them they are at risk of redundancy
- Receive and consider any representation from staff and/or trade unions regarding those aspects open to consultation
- Arrange individual meetings (refer to Appendix 1)
- Ensure you keep in touch with the trade union(s)

Process

- Specify the process to be followed in selecting for redundancy. Be clear about the criteria.
- Where possible keep records of meetings and how decisions were reached.
- Give staff feedback regarding outcomes.
- Have you considered freezing recruitment in order to maximise redeployment opportunities?
- Have you arranged for staff to receive details of vacant posts for which they meet the essential
- Selection criteria and that their applications are normally assigned priority status.

Staff Support

- Are staff aware of available support services?
- Have you considered any other supportive measures? E.g. skills training, help with job search, preparation for interviews?

Dismissal

- Director/Dean/PVC (or equivalent) to issue formal notices, including the reason for the dismissal, the date of the last day of service and appeal rights (staff will have the right to be represented by a trade union representative or work colleague during any resulting appeals).

Note: this checklist is intended to act as a prompt during the process. It is not a complete guide to redundancy procedures. Professional guidance should always be sought prior to and during a redundancy situation.