

CHANGE MANAGEMENT (POLICE STAFF)

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NORFOLK
CONSTABULARY



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CHANGE MANAGEMENT (POLICE STAFF)

Owning Department: People Directorate

Department SPOC: HR Policy Manager

Risk Rating: Medium

Legal Sign Off: 24/07/2024

JNCC: Sept 2023

Published Date: 03/06/2026 (v4.2)

Review Date: 12/02/2027

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Legal Basis

Legislation specific to the subject of this policy document:

- Employment Rights Act 1996
- Employment Rights Act 2025

Other relevant legislation which you must check this document against (required by law)

- [Human Rights Act 1998 \(in particular A.14 – Prohibition of discrimination\)](#)

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- [Equality Act 2010](#)
- [Health and Safety at Work etc. Act 1974 and associated Regulations](#)
- UK General Data Protection Regulation (UK GDPR) and Data Protection Act 2018
- [Freedom Of Information Act 2000](#)

Other documentation which you must check this document against:

- [College of Policing – Code of Ethics](#)
- Norfolk and Suffolk Constabularies' Standards of Professional Behaviour
- Police Staff Council Handbook

1. Statement of Policy

- 1.1 The purpose of this policy is to provide a consistent approach that enables the effective management of organisational change impacting police staff employees in Norfolk and Suffolk Constabularies.
- 1.2 Norfolk and Suffolk Constabularies (together the Constabularies) are committed to ensuring this policy complies with relevant legislation and that consultation has been undertaken with all relevant staff groups. Unless we have expressly stated that a policy is contractual, all our policies and procedures are non-contractual. This means we can update them at any time following consultation with UNISON.
- 1.3 All our policies promote equality, eliminate unlawful discrimination and actively promote good relations regardless of a person's age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, economic or family status.
- 1.4 The Constabularies will review this policy periodically to ensure that it reflects appropriate standards, continues to meet our needs, and reflects any changes in legislation.
- 1.5 The Director of People has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework. Day-to-day responsibility for operating the policy and ensuring its maintenance and review has been delegated to the HR Managers, HR Delivery.
- 1.6 Managers have a specific responsibility to ensure that this policy is applied fairly, and all staff are responsible for supporting their colleagues and ensuring the success of this policy.

2. Applicability

- 2.1 This policy applies to all police staff employees.
- 2.2 Police officers are covered for most types of change under Police Regulations. Police officers are not 'employees' and must perform their duties as outlined by Police Regulations.

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3. Types of Change

3.1 Change in the Constabularies may take many different forms. A typical 'change' however may involve one or more of the following:

- changes to the requirements and duties of jobs;
- the creation of new jobs to meet changes in work requirements to reflect changes in priority or demand;
- a reduction in existing jobs because there is no longer a requirement for a particular kind of work to continue or for efficiencies where the same work can be achieved with fewer posts;
- a change to shift patterns, working hours, or other contractual terms and conditions;
- a move to a new work location;
- departmental re-structuring where posts remain substantially unchanged, such as new job titles or reporting lines, or new tasks which are of a similar nature to those the job-holder already undertakes.

Changes in duties or to contracts

3.2 Changes to working arrangements are likely to occur in a number of ways during the course of employment, such as by way of annual pay increases and promotions. In other circumstances, the Constabularies may need to make changes, whether or not as the result of a restructure. Non-contractual arrangements, policies and benefits can be updated at any time. Otherwise, contracts of employment will often allow for the proposed change, for example, redesignation of the usual place of work, change in shift patterns (along with any resulting changes to allowances), changes in normal hours of work, or to require alternative duties to be undertaken.

3.3 The Constabularies will seek to agree, where possible, any changes by way of consultation.

Redundancy

3.4 A redundancy situation may arise if the work carried out by one or more individuals has reduced or is no longer required. It may also be the case if the work carried out is to cease or reduce at the work location where staff are employed.

3.5 HR management in consultation with UNISON will seek to determine at JCC (Joint Collective Consultation) whether or not a change that could result in dismissal falls under the definition of redundancy. If agreement cannot be reached the Constabularies' dispute resolution procedure will be initiated.

Dismissal for Some Other Substantial Reason

3.6 In some cases, organisational change could result in a dismissal for a reason which does not fall under the definition of redundancy but for 'some

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other substantial reason' (SOSR), for example where there is a change to working arrangements or terms which the member of staff feels unable to accept.

TUPE Transfer

- 3.7 If the work or part of the work undertaken by one or more individuals is to transfer to a different employer, for example, where a service is out-sourced, this may result in a TUPE transfer. TUPE stands for 'Transfer of Undertakings (Protection of Employment Rights) Regulations'. Where TUPE does apply, the effect is the automatic transfer all existing staff who are undertaking the work on their existing terms and conditions to the new employer. If an individual is not eligible to transfer under TUPE, but the Constabularies no longer undertake the work, then there could be a redundancy or SOSR situation.

COSOP

- 3.8 Where an exercise of public powers is transferred between public administrative authorities, TUPE does not apply, but COSOP may apply. COSOP stands for 'Cabinet Office Statement of Practice' and allows transfers to take place as if TUPE principles apply, in order to ensure protection for employees.

4. The business case for change

- 4.1 Change can be complex. When considering any organisational change to their departments or functions, managers and Heads of Departments should seek advice from HR Change and Finance Department who will offer advice on the change review process, organisational/ structure design, business case development and impact of the change on people.
- 4.2 For any case for change that has a potentially significant people impact, a People Change Consultation Document will be prepared by the Head of Department in liaison with HR Change. This document will include the business case proposals, people impact and consultation details, selection approach/criteria, and an equality impact assessment. This document will form the basis of consultation with UNISON and affected staff.
- 4.3 A case for change will usually be 'significant' if it is likely to result in a restructure or re-organisation of work that includes one or more of the following: changed jobs, new jobs or jobs which are no longer required, relocation, or imposed (rather than requested) contractual changes, such as new shift patterns.
- 4.4 Other changes may or may not have a significant impact depending on the extent of the change. For example, new systems, work practices and processes etc, reporting lines or job title changes.
- 4.5 Even if a full consultation document is not required, it is always advisable for managers to contact HR Change or speak to their HR Advisor for advice when planning any change due to possible impact on staff.

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5. Communication and consultation

- 5.1 Communication and consultation will play a critical part in determining the success of any change and in ensuring that the impact on individuals is managed effectively. By providing as much information as possible managers can increase understanding and awareness, reducing the potentially negative effects of change.
- 5.2 It is important that managers seek advice from HR Change about how and when to start involving their team in potential change. Early involvement, where possible, can enable a better understanding of the reasons for the change and can sometimes help staff to 'buy-in' to the final outcome. However, this must be managed carefully, as discussions that take place too early or without sufficient context may unsettle staff unnecessarily and lead to avoidable concern.
- 5.3 For consultation to be meaningful it is important that information on the proposals is clear, there is adequate time given, any responses or alternative proposals are considered objectively, and confirmation is given of the final proposals. Where there is a potential redundancy situation, consultation will also involve considering ways of reducing or mitigating the consequences of redundancies.

Collective Consultation (UNISON)

- 5.4 Consultation will take place on a collective basis with UNISON, as the Constabularies' recognised trade union, and on an individual basis with affected staff. UNISON will be briefed on the change proposals in the first instance at Joint Collective Consultation (JCC) and this will mark the start of the formal consultation period.
- 5.5 Where there is the potential for redundancies of 20 or more employees within a period of 90 days or less, consultation is a statutory requirement and must be for at least the statutory minimum time period, which is:
 - 20-99 potential redundancies in one establishment – at least 30 days before any dismissal takes effect.
 - 100 or more potential redundancies in one establishment – at least 45 days before any dismissal takes effect.
- 5.6 In addition to the above statutory requirements, even where there are less than 20 proposed redundancies, the consultation period will usually last for 30 days.
- 5.7 Individual notices of redundancy will not normally be issued until the consultation process has been completed.
- 5.8 Where there are other changes that do not involve a redundancy situation, the consultation period will vary but will be sufficient to ensure time to raise and respond to any challenges or concerns affecting staff.

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- 5.9 The above consultation periods may be extended in consultation with UNISON at JCC.
- 5.10 Consultation will be formally closed at JCC.

Staff Announcements

- 5.11 Staff affected by the change proposals will be formally notified by their manager or Head of Department, usually at an 'announcement meeting'. A representative of the People Directorate may attend along with UNISON. The timing of the announcement meeting will be agreed in advance with UNISON and the start of consultation will be opened at JCC, prior to the announcement.
- 5.12 Where multiple staff are affected across multiple locations, or working different shifts, they will be notified at the same time where possible.
- 5.13 At the announcement meeting staff will be given an overview of the change proposals and the consultation process will be explained. UNISON will be in attendance and a copy of the people change consultation document, which includes the business case for change, will be provided to the staff in good time following the announcement.

Individual Consultation

- 5.14 Following the announcement, each member of staff affected will be offered an individual consultation meeting with their line manager (or other designated manager). Staff have the right to be accompanied at the meeting by either a UNISON representative (if they are a member), or a colleague. Further individual meetings can be arranged as required.
- 5.15 Individual consultation provides the opportunity for the manager to talk about the changes in more detail and how they will impact the individual, and for the individual to ask questions and put forward any alternative suggestions, including in redundancy situations, how any potential dismissals could be reduced or avoided.

6. Potential redundancy situation and 'at risk' status

- 6.1 Where there is a potential redundancy situation, as identified in the People Consultation Document, the relevant affected staff will be placed 'at risk'. Placing staff 'at risk' will enable them to take early advantage of preferential status for vacancies across the Constabularies.
- 6.2 The appropriate time to place individuals 'at risk' will be decided upon by HR Change in consultation with UNISON at JCC. This may be at the time of the announcement or at a later point.
- 6.3 The Constabularies will make every effort to avoid redundancies and will aim to ensure that any redundancies which may occur are kept to a minimum, by, for example:
- non-renewal of temporary and fixed term contracts;

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- restricting the use of consultancy and agency staff;
- restrictions on recruitment;
- review of overtime and other working arrangements;
- redeployment and retraining;
- voluntary reduction in hours (through a flexible working request);
- natural turnover.

6.4 The above list is not exhaustive and the Constabularies will consider any other proposals aimed at maintaining employment as part of the consultation process.

7. Selection

7.1 Where a business case includes the proposal of a new structure, consideration will be given to the following where applicable.

Selection processes and criteria

7.2 In a potential redundancy situation arising from a business case to restructure, where there are more people than available posts in the new structure the Constabularies' preferred approach is to select into the new roles. The selection process will be proportionate to the circumstances and may include a written expression of interest and/or an interview.

7.3 However, where a 'select out' approach is to be used in a potential redundancy situation, it will be in agreed in consultation with UNISON and objective criteria will be used.

7.4 The selection criteria will form part of the consultation with UNISON. The criteria should be objective, as measurable as possible and must be free from bias and non-discriminatory. Any adjustments to selection processes or criteria required will reasonably be made in order that no individual is put at a disadvantage.

7.5 Flexible working requests may be considered alongside selection processes in accordance with the Flexible Working policy.

New or Significantly Different Roles

7.6 Roles which are new or have changed significantly (for example, where there is a material change in skills requirements, a change in scope/seniority/accountability, or substantial changes in duties or structure) may be ring-fenced for staff who are 'at risk' within the department in the first instance but will still require a selection process.

7.7 Roles which are ring-fenced may be at a higher pay band, the same band or a lower band to that of the individual or group of staff. Those who apply will be expected to meet the essential criteria for the job or be able to do so with reasonable training. If more than one person applies for the same ring-

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fenced job, then selection criteria will be applied, and the highest performing candidate offered the job.

Existing roles with minimal change

- 7.8 Where new roles are created, but the main terms and conditions (including pay), the primary purpose of the role and the majority of the responsibilities are broadly comparable to those of the previous roles, and there is no reduction in the number of posts, individuals may be 'directly assigned' (formerly referred to as slotting) to the new roles without the requirement for a selection process. It will not normally be necessary to place these staff at risk.

Redundancy protection for those on maternity and other family related leave

- 7.9 There is a "protected period" during which members of staff who have notified their Constabulary that they are pregnant, are on maternity leave or have recently returned from maternity leave have the right to be offered any suitable alternative vacancy in a redundancy situation. They do not need to apply for the vacancy or go through any selection process.
- 7.10 The protected period also applies to those on adoption leave and shared parental leave, as well as those who have recently returned from adoption leave or a continuous period of six weeks or more shared parental leave.
- 7.11 The protection lasts for 18 months after the date of the child's birth or adoption placement.
- 7.12 If the member of staff is on a continuous period of shared parental leave of less than 6 weeks, the protected period ends when their period of leave finishes.

8. Finding a new role

- 8.1 The Constabularies will support all staff under notice of redundancy in seeking alternative employment and will also support early applications for vacancies across the Constabularies for those who are 'at risk' by providing them with preferential status.

Preferential vacancy status

- 8.2 All staff 'at risk', or under notice of redundancy or dismissal due to SOSR arising from a restructure/reorganisation, will have access to all vacancies in the Constabularies on a preferential basis.
- 8.3 Preferential status will normally apply to vacancies at the same pay band or one pay band lower, unless otherwise agreed in consultation with UNISON. Staff who are at risk or under notice of redundancy will take precedence over staff under notice of dismissal for SOSR in cases where more than one individual is interested in the same vacancy.
- 8.4 Preferential status means, the individual will be offered the post if they are able to demonstrate they meet the essential criteria or could do so with

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reasonable training, ahead of any other applicants who do not have preferential status. This will not always require a full selection process. Where more than one individual with preferential status applies for the same vacancy, a competitive selection process will be carried out, and the highest scoring candidate will be offered the post.

Status of Offers

- 8.5 Where an individual is 'at risk' and consultation has not yet closed, and notice of redundancy has not been served, an offer of employment to any new role will be made on a standard appointment basis. It will not be subject to a trial period, pay protection nor travel allowance. It is the individual's choice whether to accept or decline the role offered.
- 8.6 Where an individual has been served notice of redundancy and is offered a new role at the same pay band or one pay band lower, the offer will be subject to a trial period, with pay protection and travel allowance, if applicable. This will be classified as an offer of redeployment.
- 8.7 Where an individual is offered a new role after consultation has closed but redundancy selection has not yet taken place, they will be eligible for pay protection as applicable, in accordance with section 9 below. They will not be served notice of redundancy as they have not been selected for redundancy, therefore a trial period in the new role will not apply. It is the individual's choice whether to accept the role offered, or not.
- 8.8 Where an individual is at risk or under notice of redundancy and is offered a new role, they will be expected to make a decision within a reasonable timeframe (typically 48 hours, unless otherwise agreed) whether to accept or decline the role.
- 8.9 Where an individual is in a ring-fenced selection pool, upon formally accepting another role they will be removed from the selection pool and any preferencing process relating to the restructure.
- 8.10 All managers across the Constabularies have a corporate responsibility to accept staff who are at risk or under notice of redundancy into vacant posts in their team or department when they are assessed as suitable.

Changing to a temporary or fixed term contract

- 8.11 In some cases an individual at risk or under notice may wish to accept an offer of employment to a temporary or fixed-term contract post. Vacancies may be available on this basis for a number of reasons, such as a defined project, maternity cover, or posts where funding streams are agreed annually. If an individual accepts employment on a temporary or fixed term contract, they will be afforded preferential status again one month in advance of the end of the contractual term and the Constabulary will proactively support the individual in finding another role.
- 8.12 If the individual is not successful in obtaining another role and the temporary or fixed-term post is not extended or made permanent, their employment

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will end at the expiry of the fixed-term contract, following an appropriate and fair process.

8.13 Where a fixed-term contract is not renewed because the role has ceased to exist (for example, due to the completion of a project or withdrawal of funding), a redundancy situation may arise. In such circumstances, the individual will be entitled to redundancy pay, provided they have at least two years' continuous service.

8.14 The individual will not be entitled to redundancy pay where:

- the individual has less than 2 years continuous service;
- there is no redundancy situation (for example, the contract is for maternity cover); or
- suitable alternative employment is offered and unreasonably refused.

8.15 Throughout the process, reasonable efforts will be made to identify and offer any suitable alternative employment.

8.16 Statutory minimum notice periods do not apply to the ending of temporary / fixed term contracts and no additional notice will be given.

9. Pay Protection

Contractual Changes - Allowances

9.1 Where a member of staff remains in their current role but their allowances (e.g. shift allowance, weekend enhancement) are either removed or reduced to a lower rate, as a result of organisational change, the allowances prior to the change (regardless of any subsequent pay award) will be protected for a period of three months. This protection will be effective from the date it is agreed the new terms of working will take effect, which will not be before the close of consultation.

Redeployment

9.2 Redeployment is the process by which an employee who has been served notice of redundancy is offered suitable alternative employment within the organisation, with the aim of avoiding the redundancy dismissal taking effect.

9.3 The pay protections listed below will apply in all cases of redeployment. These protections will also apply to those whose role has been removed under a restructure following the closure of consultation, and they obtain a new role, but they have not been selected for redundancy at the time of their new appointment.

9.4 Wherever possible, offers of redeployment to staff under notice of redundancy will be to a comparable job of the same pay band. However, where a member of staff accepts an offer of redeployment to a role at a

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lower pay band, with reduced hours or with a lower or no shift allowance or salary enhancements, the following pay protection arrangements will apply:

Redeployment to one band lower

- 9.5 When a member of staff is redeployed to a role at a lower pay band they will be appointed to the top pay point of that band.
- 9.6 Their previous basic salary will be protected for two years from the start date in the new role. The protected salary will be “frozen” and will not be subject to any incremental increases or pay awards for the two-year period. When there is an annual pay award, the protected amount of pay will be adjusted to ensure the overall salary paid remains the same for the period of protection.
- 9.7 If a member of staff is redeployed again during the two-year period to negate a further redundancy situation or dismissal for SOSR, to a role of a lower pay band, the initial period of protection will cease and a new period of protection will apply for two years from the date of the new redeployment (subject always to a maximum cumulative protection period of 4 years).
- 9.8 Upon expiry of the protection period, the salary will revert to the top pay point of the band appropriate to the role redeployed to and all protection will cease.
- 9.9 If a member of staff voluntarily changes role (on the same or a different pay band) during their period of pay protection, the protection will end.

Redeployment to two or more bands lower

- 9.10 Pay protection only applies to roles of one pay band lower.
- 9.11 Where a member of staff accepts redeployment to a role more than one pay band lower there will be no pay protection. They will move to the top pay point of the pay band of the new role on their start date.

Redeployment with change of hours

- 9.12 Where a member of staff accepts redeployment to a role of more hours, pay protection (in line with the above) will only apply to the number of hours worked in the previous role.
- 9.13 If a member of staff accepts redeployment to a role of fewer hours, their new salary will be pro-rated for the number of hours to be worked in the new role, with any pay protection due applied to the new salary, in line with above.

Redeployment with change in shift allowance / pay enhancements

- 9.14 Where a member of staff is redeployed into a role which has a different working pattern of hours which does not attract allowances or enhancements such as shift, weekend etc, or a lower rate, the rate of their allowances in their previous job will be protected for a period of three

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months from the start date in the new role. The rate of allowances will not be adjusted if a pay award occurs within this three-month period.

10. Travel Allowance

- 10.1 A member of staff who accepts redeployment to a different workplace may be eligible for travel allowance as set out at Appendix B. The allowance will be paid in cases of redeployment to a different role at a different location or where the individual remains in their current role which is transferred to a new location. The allowance will be paid for a maximum period of two years from the date of starting in the new role/location.
- 10.2 If the individual moves home during the two-year period which results in reduced mileage to their place of work, the allowance will be reduced in accordance with their new home to work journey. If the individual moves home which results in increased mileage to their place of work, the allowance will not be increased. If the individual moves to another role in the two-year period, the allowance will cease. The individual must notify Payroll and HR Delivery in writing if they move home and their commuting distance decreases so that the allowance can be recalculated as applicable.
- 10.3 The travel allowance rates shown at Appendix B are based on a Category 1 Police Premises worker. For Category 2 Hybrid workers, the allowance will be 75% of the full rate. For Category 3 Hybrid-Home Workers, the allowance will be 50% of the full rate. There is no allowance for Category 4 Home Workers.
- 10.4 For Category 1 only, the payment will be pro-rata for a part-time member of staff who works fewer days than a full-time equivalent member of staff. The travel allowance is a compensatory payment and is not intended as full recompense of additional travel costs.
- 10.5 The above travel allowance may also apply to those whose role has been removed from the structure following the closure of consultation, in circumstances where they have obtained a new role, but have not been selected for redundancy at the time of their new appointment.

11. Giving Notice of Dismissal

- 11.1 Where an individual refuses to agree to a change in their contractual terms of employment, the Constabularies may decide to terminate the individual's existing employment contract upon notice, resulting in a dismissal for SOSR, and offer continued employment on the new terms. This would usually only be considered as a last resort, after all reasonable attempts to reach agreement through full and thorough consultation have been exhausted.
- 11.2 Following completion of consultation, where a redundancy, or dismissal for SOSR arising from organisational change has not been avoided, staff will be given notice of dismissal, their applicable individual notice period being in accordance with their employment contract.

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- 11.3 Notice will usually be given at a meeting with the individual's line manager. Staff have the right to be accompanied at the meeting by a colleague or UNISON representative (if they are a member). An HR representative may also attend as appropriate. The notice of dismissal will be confirmed in writing, with details of the redundancy payment as applicable.
- 11.4 All support and endeavours to redeploy individuals will continue throughout their notice period, with suitable alternative roles being offered where appropriate. Suitable alternative roles are those which staff could reasonably be expected to do with their skills and experience and on terms and conditions which are not substantially less favourable. Individual circumstances will be considered on a case-by-case basis with regard to suitability.

12. Trial Periods

- 12.1 Where a member of staff, who has been given formal notice of redundancy, is offered redeployment to a suitable alternative role, this will be subject to a trial period of four weeks. Consideration may be given to extending a trial period if appropriate to do so, in order to allow further time for training. Line managers should discuss and agree any potential requirement to extend with their HR Advisor, and UNISON will be informed.
- 12.2 The purpose of the trial period is to enable the individual to experience the new role before deciding if it is suitable.
- 12.3 It is the new line managers' responsibility to manage and supervise the individual throughout their trial period. The line manager must hold regular review meetings with the individual, to include discussion of adjusting to the new role, training and development needs or support required, and any areas of concern. The line manager will keep notes of the meeting to be recorded on the Trial Period Proforma.
- 12.4 If the trial period concludes satisfactorily, the line manager must confirm this to the individual. In the event the line manager fails to notify the individual of the successful completion (or otherwise) of the trial period, the individual will be confirmed in the job by default.
- 12.5 Once the individual is confirmed in post, dismissal will not take effect and there will be no entitlement to a redundancy payment.
- 12.6 If at any point either during or upon conclusion of the trial period the individual does not believe the new job is suitable for them and does not wish to continue in the job, they should notify their new line manager who will then liaise with HR. In order to receive redundancy pay, the individual will need to provide a good reason why the role is not suitable, for example the duties and responsibilities are not a good fit; a longer journey or new work pattern causes disruption to personal/family life; the pay is lower which they can't sustain. This is not an exhaustive list.
- 12.7 If the reason given by the individual is accepted as valid by the line manager and HR, the individual's employment will terminate at the end of their notice

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period previously given and they will retain their right to any redundancy pay entitlement.

- 12.8 If the line manager has any concern with the individual's suitability during the trial period, they must raise this promptly with the individual and seek to remedy it through appropriate training and support. If the concerns cannot be resolved and the line manager ultimately concludes (with guidance from their HR Advisor) that the role is unsuitable, the individual will be notified before the end of the trial period. The individual's employment will terminate by reason of redundancy at the end of their notice period previously given and they will retain their right to any redundancy pay entitlement.

13. Redundancy Payments

- 13.1 The Constabularies pay an enhanced rate above the statutory redundancy pay rate. Redundancy pay is calculated on age, length of continuous service and average weekly pay. It is tax free up to £30,000.
- 13.2 A Redundancy Payment Calculation table for indicative purposes is shown at Appendix A.
- 13.3 In order to qualify for a redundancy payment, the individual must have at least two years' continuous service in either Norfolk or Suffolk Constabulary, or another police force, or local government (as defined in the Redundancy Payments (Local Government) Modification Order) and have been dismissed on the grounds of redundancy.
- 13.4 If an individual accepts an offer of redeployment in either Norfolk or Suffolk Constabulary, to start immediately or within four weeks of the end of their previous job, they will not be entitled to a redundancy payment (subject to paragraph 12.8).
- 13.5 If an individual unreasonably refuses an offer of suitable alternative employment, they will not be entitled to a redundancy payment.
- 13.6 There are also strict rules regarding redundancy payments where an individual accepts an offer of employment from another police force or local government employer covered by the Redundancy Payments (Local Government) Modification Order. Further advice can be obtained from HR.
- 13.7 If an individual resigns before notice of redundancy is given, they will not be entitled to a redundancy payment.
- 13.8 If an individual requests an earlier termination date after they have received notice of redundancy, and this is agreed by the Constabulary, they will still be entitled to their redundancy payment (re-calculated from the revised termination date). The Constabulary is not obligated to accept a request for an earlier termination date and each request will be considered on its own merits.

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14. Exit Payments Cap

- 14.1 In the event that the government imposes a cap on exit payments made on the termination of an individual's contract, including redundancy, any such cap will take precedence over existing contractual agreements or any other schemes already in place that make more generous provision for exit payments.

15. Premature Retirement on the Grounds of Redundancy

- 15.1 A member of staff who is over 55, with at least two years pensionable service on their last day of employment and is prematurely retired on the grounds of redundancy, will receive immediate payment of accrued pension benefits (in addition to a redundancy payment). This is subject to the current provisions of the Local Government Pension Scheme.

16. Appeal Procedure

- 16.1 An individual served with notice of dismissal on the grounds of redundancy or SOSR has the right to appeal if they believe they were unfairly selected for redundancy or unfairly dismissed, or there was a problem with the dismissal process.
- 16.2 Appeals should be made in writing to the HR representative detailed in the dismissal notice letter within seven calendar days of receiving the notice of dismissal, stating the full grounds for the appeal.
- 16.3 The appeal will be heard by an impartial manager who is usually more senior than the manager who made the original dismissal decision and will take place at an appeal meeting within 14 calendar days, wherever possible, of receipt of the appeal. A written decision will be provided within five working days. This concludes the appeal procedure and there is no further right of appeal.
- 16.4 Individuals have the right to be accompanied at an appeal meeting by a UNISON representative (if they are a member) or a colleague.

17. Re-employment following Redundancy

- 17.1 Dismissal on the grounds of redundancy and receipt of a redundancy payment will not necessarily preclude a former member of staff from returning to either of the Constabularies on a new contract at a later date. The case for re-employment should be made to the Director of People, who has the authority to authorise re-employment. In making the decision the Director of People will consider the reason for the redundancy, the amount of redundancy pay awarded, the recency of the redundancy and the availability of vacancies at the time of the redundancy.

18. Support

- 18.1 Line managers will be the first point of contact to provide support to staff during periods of change. Support is also available through UNISON (for

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members), HR, Workplace Health, and the staff support groups and networks. Please see the intranet for full list and contact details.

- 18.2 The Employee Assistance Programme (EAP) is available for confidential advice and support. Information and contact details are available on the intranet through the link above.
- 18.3 Additional support is available through HR for those who are under notice. This may include advice on applying for jobs, information on useful contacts e.g. DWP, financial assistance etc.
- 18.4 Individuals who are served notice by reason of redundancy can take reasonable paid time off to seek alternative employment, attend interviews, or make arrangements for training for future employment, during their notice period. Individuals should make requests for time-off to their line manager.

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Appendix A: Redundancy Pay Calculation Table

Redundancy pay table - For indicative purposes only																			
	Continuous Service (Years)																		
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17*	1½																		
18	1½	2¼																	
19	1½	2¼	3																
20	1½	2¼	3	3¾	-														
21	1½	2¼	3	3¾	4½	-													
22	1½	2¼	3	3¾	4½	5¼	-												
23	2¼	3	3¾	4½	5 ¼	6	6¾	-											
24	3	3¾	4½	5¼	6	6¾	7½	8¼	-										
25	3	4½	5¼	6	6¾	7½	8¼	9	9¾	-									
26	3	4½	6	6¾	7½	8¼	9	9¾	10½	11¼	-								
27	3	4½	6	7½	8¼	9	9¾	10½	11¼	12	12¾	-							
28	3	4½	6	7½	9	9¾	10½	11¼	12	12¾	13½	14¼	-						
29	3	4½	6	7½	9	10½	11¼	12	12¾	13½	14¼	15	15¾	-					
30	3	4½	6	7½	9	10½	12	12¾	13½	14¼	15	15¾	11	17¼	-				
31	3	4½	6	7½	9	10½	12	13½	14	15	15¾	16½	17¼	18	18¾	-			
32	3	4½	6	7½	9	10½	12	13½	15	15¾	16½	17¼	18	18¾	19½	20¼	-		
33	3	4½	6	7½	9	10½	12	13½	15	16½	17¼	18	18¾	19½	20¼	21	21¾	-	
34	3	4½	6	7½	9	10½	12	13½	15	16½	18	18¾	19½	20¼	21	21¾	22½	23¼	-
35	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20¼	21	21¾	22½	23¼	24	24¾
36	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	21¾	22½	23¼	24	24¾	25½
37	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23¼	24	24¾	25½	26¼
38	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	24¾	25½	26¼	27
39	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26¼	27	27¾
40	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	27¾	28½
41	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28 ½	29 ¼
42	3¾	5¼	6¾	8¼	9¾	11¼	12¾	14¼	15¾	17¼	18¾	20¼	21¾	23¼	24¾	26¼	27¾	29¼	30¾
43	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30	31½
44	4½	6¾	8¼	9¾	11¼	12¾	14¼	15¾	17¼	18¾	20¼	21¾	23¼	24¾	26¼	27¾	29¼	30¾	32¼
45	4½	6¾	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30	31½	33
46	4½	6¾	9	11¼	12¾	14¼	15¾	17¼	18¾	20¼	21¾	23¼	24¾	26¼	27¾	29¼	30¾	32 ¼	33¾
47	4½	6¾	9	11¼	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30	31½	33	34½
48	4½	6¾	9	11¼	13½	15¾	17¼	18¾	20¼	21¾	23¼	24¾	26¼	27¾	29¼	30¾	32¼	33¾	35¼
49	4½	6¾	9	11¼	13½	15¾	18	19½	21	22½	24	25½	27	28½	30	31½	33	34½	36
50	4½	6¾	9	11¼	13½	15¾	18	20¼	21¾	23¼	24¾	26¼	27¾	29¼	30¾	32¼	33¾	35¼	36¾
51	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24	25½	27	28½	30	31½	33	34½	36	37½
52	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	26¼	27¾	29¼	30¾	32¼	33¾	35¼	36¾	38¼
53	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	28½	30	31½	33	34½	36	37½	39
54	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	29¼	30¾	32¼	33¾	35¼	36¾	38¼	39¾

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55	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	29¼	31½	33	34½	36	37½	39	40½
56	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	29¼	31½	33¾	35¼	36¾	38¼	39¾	41¼
57	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	29¼	31½	33¾	36	37½	39	40½	42
58	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	29¼	31½	33¾	36	38¼	39¾	41¼	42¾
59	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	29¼	31½	33¾	36	38¼	40½	42	43½
60	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	29¼	31½	33¾	36	38¼	40½	42¾	44¼
61+	4½	6¾	9	11¼	13½	15¾	18	20¼	22½	24¾	27	29¼	31½	33¾	36	38¼	40½	42¾	45

To work out the payment, read off the member of staff's age and number of complete years' service. The table will then show how many weeks' pay the member of staff is entitled to.

The amount of the week's pay will be that calculated and obtained from the Constabularies' Payroll department.

Appendix B: Travel Allowance

The mileage figures for the travel allowance are based upon the additional one-way mileage between the member of staff's previous home to work journey and their new home to work journey. The mileage will be calculated using the RAC route planner and the shortest route applied.

The amounts below are based on a full-time Category 1 worker. Category 2 workers will receive 75% of the allowance and category 3 workers will receive 50% of the allowance.

5-9 miles	£600.00 per annum
10-15 miles	£750.00 per annum
16-25 miles	£900.00 per annum
26-35 miles	£1,050.00 per annum
36 miles and over	£1,250.00 per annum