

Key Considerations When Planning Organisational Change

Planning the structure and consultation process before decisions are finalised can help employers manage change more effectively and reduce legal risk.



The Business Rationale

Clearly identify why the organisation needs to change and what the proposed structure is intended to achieve. This information will form an important part of consultation.



The Roles Affected

Establish which roles may disappear, reduce in number or materially change. The focus should ordinarily be on roles rather than selecting individuals for redundancy at the outset.



Selection Pools

Consider which employees carry out the same or interchangeable work and should potentially be included within a selection pool.



Selection Criteria

Use objective and measurable criteria wherever possible. Criteria should be applied consistently and reviewed for potential discrimination risks.



Individual Consultation

Employees provisionally selected for redundancy should have a genuine opportunity to understand the proposals, challenge their selection and suggest alternatives.



Collective Consultation

Where an employer proposes 20 or more redundancies at one establishment within 90 days, statutory collective consultation requirements apply. Consultation must involve a recognised trade union or elected employee representatives.

Consultation Timetable

For 20 to 99 proposed redundancies, collective consultation must begin at least 30 days before the first dismissal takes effect. For 100 or more, the minimum period is 45 days. Consultation must begin while the proposals remain capable of change.

HR1 Notification

Employers proposing collective redundancies must notify the Redundancy Payments Service using form HR1 within the applicable statutory timeframe and before issuing individual notices of dismissal.

Alternatives to Redundancy

Consider ways of avoiding or reducing dismissals, including recruitment freezes, voluntary redundancy, reduced overtime, redeployment or alternative working arrangements.

Suitable Alternative Employment

Identify available roles that may provide an alternative to redundancy. Particular statutory protections can apply to employees taking certain forms of family-related leave.

Records and Communication

Keep clear records explaining the proposals, consultation discussions, selection decisions and alternatives considered. Consistent communication can also help maintain employee confidence during the process.



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