

Which way is your  thinking?

# Flexi Furlough

Restructure



Redundancy

Helping **You** to get your process right



**You HR**  
Consultancy  
It's all about the people. ®

# Restructure



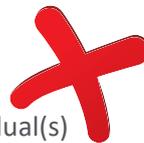
## Starting Point

- Ⓒ Make sure you have your current structure mapped out
- Ⓒ Clearly define what is driving your need to restructure (i.e. change of how your products/services will be delivered, needing to introduce operational effectiveness / efficiencies - if reductions are to be made, please refer to page 4 also)
- Ⓒ Identify who the proposed change will 'affect' in what role(s), and how, when, why (i.e. change to responsibilities / duties, complete change of role, change of line management / team, changes to working hours / days) - consider all options to achieve the change
- Ⓒ Consider what the benefits are to promote / dis-benefits to overcome, risks and issues that may arise and how you will manage them
- Ⓒ Who do you need to engage to 'test out' your proposed change thinking

## The Do's and Dont's



- Ensure you consult meaningfully and thoroughly with your employees before introducing any change
- Be clear on your rationale for change and pre-empt the questions you may be asked by your employees
- Follow a fair and inclusive process for all affected, as well as being mindful to your employees that aren't directly affected but have invested interest to know your plans and intentions
- Keep a clear audit of your process, ensuring steps are documented
- If a 'return to the workplace' applies - ensure you have a safe place to work



- Introduce change that impacts on an individual(s) role, terms and conditions without consulting with them first
- Ignore feedback during the consultation process, employees may well give you insight to areas that you may not have considered
- Have informal undocumented conversations, this will leave you exposed should you need to refer back to aspects of the process at any point in time
- Introduce change, particularly if it involves employees returning to the workplace, without ensuring your employees feel safe, understand the changes being introduced and are engaged with your plans

## The Process

Plan and document your proposed changes, using your policy, or ACAS (Advisory Conciliation and Arbitration Service) best practice. Clearly detail what will change and why, how will you move from A (current) - B (future structure), when, who will lead the change, how those effected can proactively be involved.

Consider informal engagement to test out your proposed changes prior to launching formal consultation, capturing feedback and amending any aspect of your proposed change as necessary

Formally launch your consultation, meaningfully engage your employees and continue to gather feedback

Offer 1:1 time for those affected and be mindful of people's wellbeing (change can be an emotional journey for some)

Maintain documents through consultation and answer all questions and queries. Amicably overcome any resistance to change

Close consultation and confirm outcomes, maintaining communication and engagement to commence implementing your new structure

Post implementation review, reflect and learn from the experience, monitor the change to ensure it is successfully sustainable



With Hays reporting 79% of employers need HR support especially when dealing with change, where are you getting advice and support from? Email [alice@youhr.co.uk](mailto:alice@youhr.co.uk) to access our templates and guidance documents, or book an online, free no obligation virtual meeting where we can help you navigate through the change plans you want to achieve.

# Flexi Furlough

## Starting Point

- You must have previously made a claim before the 31st July for the employee you want to place on Flexible Furlough, and this claim was for no less than 3 consecutive weeks between 1st March - 30th June (unless the employee is a military reservist or returning from statutory parental leave)
- You have identified your reasons for accessing the Coronavirus Job Retention Scheme (CJRS) - i.e. because business operations have been effected by COVID-19
- In identifying who you need to place on Flexi Furlough, you will know how the change will affect their role, and when, why and that their employment contract allows you to introduce such change. You will also have discussed with the individual(s) affected any impact on their circumstances (i.e. if you will be 'topping-up' their salary so they can retain 100% of pay, any work pattern of furloughed / unfurloughed time etc...)
- Consider alternative options if there are dis-benefits, risks / issues that will come about regarding the change for the business or the individual(s) affected by the change
- Make sure you are equipped to make a claim submission to .Gov or have accountancy support to assist you



### Where are you getting good advice from?

We only partner with the best, Modus Accountants.  
Get in touch to see how they can assist you  
[hello@modus-accountants.co.uk](mailto:hello@modus-accountants.co.uk)

## The Do's and Dont's



- Consider all your options – furlough is not always the best option (seek advice if you are unsure) and stay up to date with all changes to CJRS
- Ensure you can justify who you have asked to furlough. Equality and discrimination laws continue to apply so be careful not to discriminate
- Keep records (audit), including communications, any agreements relating to furlough for 5 years as HMRC will be undertaking audits in this time
- Continue to pay 100% of salary for furloughed employees that take annual leave whilst furloughed
- Reflect and learn with your employees to obtain their feedback and assist with your continued engagement and involvement
- Confirm if there will need to be further change required and if so how this period will be managed



- Furlough your employees without getting their express consent
- Let your employees do any work for you (or and associated organisation) whilst they are on furlough
- Use the CJRS and furlough employees as an alternative means to avoid addressing performance / conduct issues with employees. Submit a fraudulent claim, sadly we are seeing a number of articles where businesses are allegedly and willingly claiming through the CJRS and not complying with the guidelines to follow
- Forget to maintain communication with your unfurloughed employees so they know your plans and intentions

## The Process

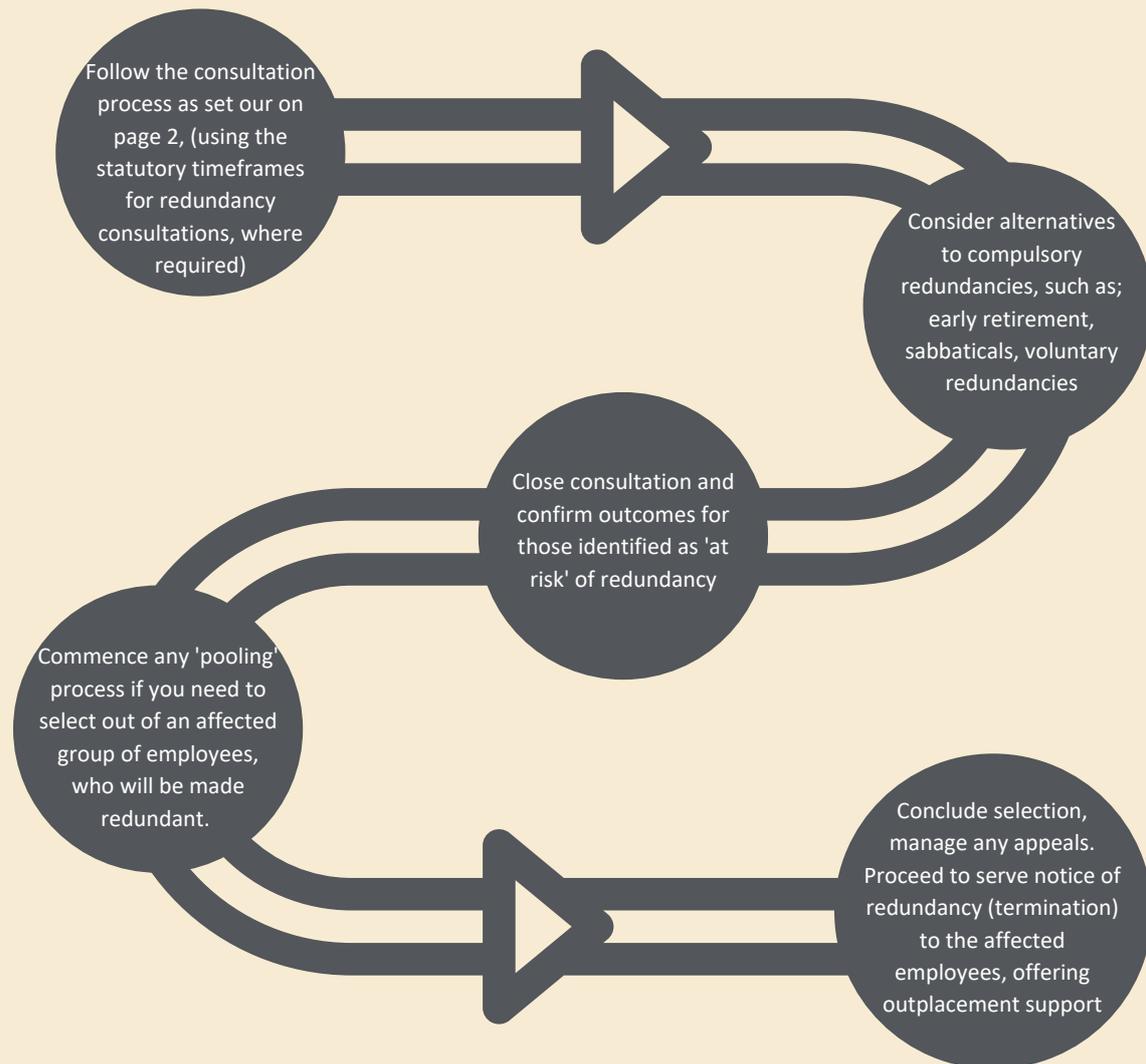


# Redundancies

## Starting Point

- Make sure you have exhausted all other options prior to considering the need to make compulsory redundancies (recruitment freeze, temporarily reduce hours, limit / stop overtime, consider a period of 'lay-off')
- Have clear business rationale of the reductions you need to make, why and how this will affect the employees in the role(s) where reductions need to be made
- Identify who the change will 'affect' in what role(s), and how, when, why (i.e. work has diminished for the roles effected, you need to make financial savings, changes due to increased use of technology or a change in knowledge skills and experience required)
- Establish the business and individual benefits wherever possible and prepare to address the dis-benefits, risks and issues that will come about regarding the change so you can overcome these
- Who do you need to engage to 'test out' your proposed change

## The Process



Post consultation ensure you nurture those proceeding to be made redundant, as well as those remaining in employment. Reflect and learn from this difficult experience and identify the business positives where you can from going through the process. Let change settle in and keep reviewing the changes made to ensure business sustainability, or identify if there will be further change required.

**Managing redundancies is a difficult and sensitive subject, where are you getting your support from?**

Email [alice@youhr.co.uk](mailto:alice@youhr.co.uk) to access You HR templates and guidance documents, or book a free, no obligation, online virtual meeting where we can help you navigate through what needs to be achieved.



# Redundancies

## The Do's and Dont's

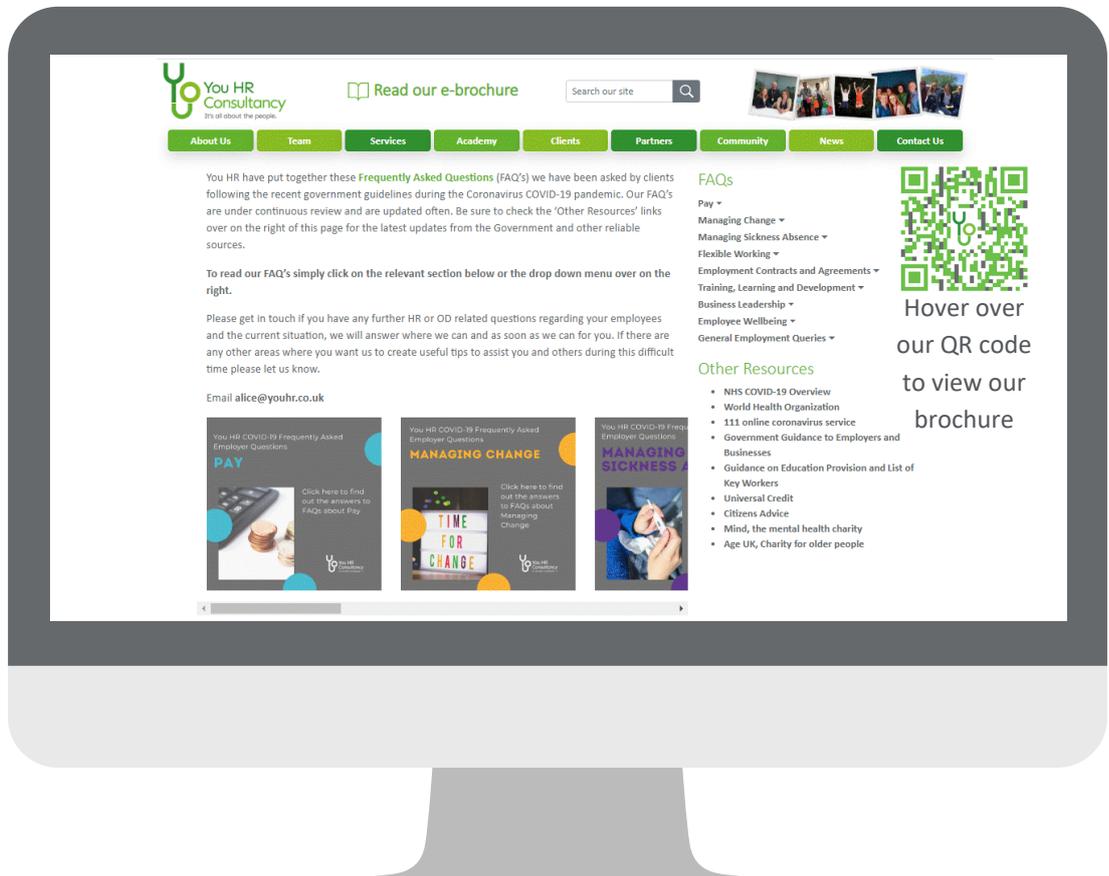


- Ensure you consult meaningfully and thoroughly with your employees before introducing any change. Very often employees will accept changes to their employed terms that result in reductions (hours, pay, contractual benefits / entitlements), as a means to avoiding redundancy, providing the rationale is clearly understood and not enforced upon them
- Be clear on your rationale for proposing redundancies and pre-empt the questions you may be asked by your employees
- Follow a fair and inclusive process for all affected, as well as being mindful to your employees that aren't directly affected but have invested interest to know your plans and intentions
- Keep a clear audit of your process, ensuring steps are documented
- Continue to use the CJRS (if applicable) whilst notice is served, whether for voluntary or compulsory redundancies, ensuring 100% of pay to fulfil contractual entitlement



- Make any redundancies without fully consulting with employee(s) first
- Deprive an employee of the right to appeal
- Use the redundancy process as a means to avoid addressing performance or conduct issues
- 'Fire and rehire' (dismissal and re-engagement) on diminished terms and conditions of employment as a means to avoid redundancies
- Ignore feedback during the consultation process, employees may well give you insight to areas that you may not have considered
- Use a 'selection' process that poses risk to being discriminatory
- Have informal undocumented conversations, this will leave you exposed should you need to refer back to aspects of the process at any point in time
- Not address the impact of the change you need to introduce, nurture your employees as best you can
- Use the the CJRS to make Redundancy payments or any other final payments of contractual entitlement

Whatever your thinking, let us help **You**



Visit our website [www.youhrconsultancy.co.uk](http://www.youhrconsultancy.co.uk) for more free advice, tools and tips of how to manage change