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## Redundancy Policy

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## Equality Impact Assessment

The Council strives to ensure equality of opportunity for all both as a major employer and as a service provider.

The Redundancy Policy has been equality impact assessed to ensure fairness and consistency for all.

### Version Control Schedule for Redundancy Policy

Author (Post Holder Title)	HR Policy and Projects Team
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Document File Name	Redundancy Policy
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Document Held by (name section)	HR – Governance
For internal publication only or external also	Internal only
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<b>Approved by</b>	HR Review/MTUCM

Change History	Date	Comments
Version 1	July 2017 January 2018	HR Review MTUCM
Version 2		
Version 3		
Version 4		

# Redundancy Policy

## 1. Policy Statement

This policy sets out the Northampton Borough Council's approach to dealing with potential redundancies. It does not form part of employees' terms and conditions of employment and may be subject to change at the discretion of the Council.

Although the Council's policy is to avoid redundancies wherever possible, the needs of the business may from time to time require a reduction in the overall number of staff employed or organisational changes that result in some employees being made redundant.

Where this is necessary, the organisation will ensure that:

- the total number of redundancies made is kept to a minimum;
- employees and, where appropriate, their representatives are fully consulted on any proposals and their implementation;
- selection for redundancy is based on clear criteria that will, as far as possible, be objectively and fairly applied;
- every effort is made to redeploy or find alternative work for employees selected for redundancy; and
- support and advice is provided to employees selected for redundancy to help them find suitable work when their employment has come to an end.

## 2. Consultation

Appropriate consultations will be carried out with the recognised trade unions in respect of any redundancy proposals. Individual employees will also be consulted in respect of their own particular circumstances.

Consultations will be carried out in accordance with the managing organisational change procedure.

## 3. Voluntary Redundancy

To minimise the need for compulsory redundancies, the Council may consider requests from employees for voluntary redundancies.

The organisation reserves the right at its absolute discretion to decline requests for voluntary redundancy.

## 4. Redundancy Selection

The criteria used in selecting employees for redundancy will depend on the existing circumstances and the needs of the Council at the time. However, every effort will be made to construct a fair and robust set of criteria following appropriate consultations.

Individual employees who are provisionally selected for redundancy following the application of the criteria will be informed of the fact and invited to a meeting, at which they will be given an

opportunity to make representations that the application of the criteria results in unfairness to them or if they feel that there has been a mistake in the application of the criteria.

## **5. Alternative Work**

The organisation will make every effort to redeploy to suitable alternative work any employee who is selected for redundancy. Such employees will be informed of all the available vacancies in the organisation at the time of their selection and will be given an opportunity to discuss with their line manager or HR which vacancies are likely to be suitable for them. While priority will be given wherever possible to employees under threat of redundancy, the Council reserves the right not to offer positions to employees who will be unable to perform them satisfactorily.

Employees on maternity leave have a separate legal entitlement to be offered any suitable alternative work that is available if they are made redundant while on maternity leave.

## **6. Time off Work**

An employee under notice of redundancy will be entitled to a reasonable amount of paid time off to look for alternative work, attend interviews, etc. Employees wishing to take advantage of this right should make the appropriate arrangements with their line manager.

## **7. Termination of employment**

Depending on the circumstances, the Council may waive its right to insist on employees working their notice and instead give a payment in lieu of notice. Employees with two or more years' service may be entitled to a statutory redundancy payment. The amount of this payment and any other agreed severance payment will be confirmed when the employee is selected for redundancy and the sum will be paid along with the employee's final salary payment or payment in lieu of notice.

## **8. Forms**

All HR forms are available on the intranet.

# TEMPLATE BUSINESS CASE FOR MAJOR RESTRUCTURES

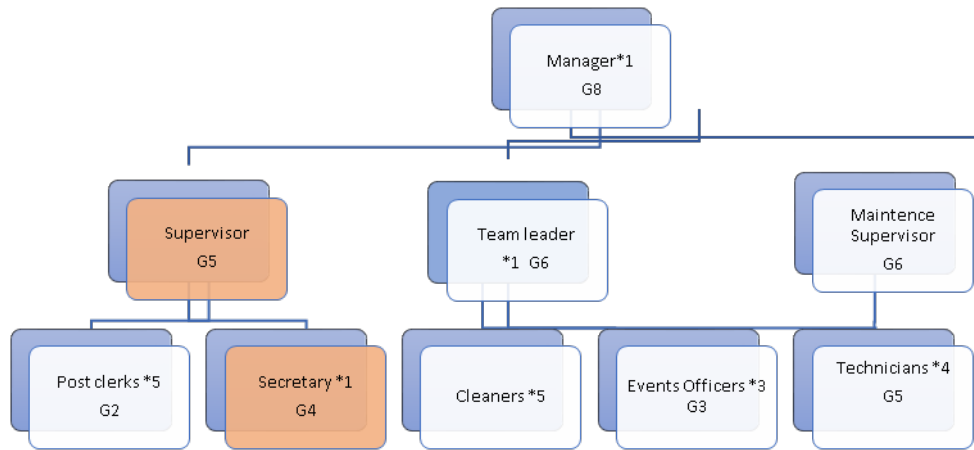
## Executive Summary

Summarise the objectives of the proposal  
The key advantages of the change, any risks and costs.

## Background and rationale

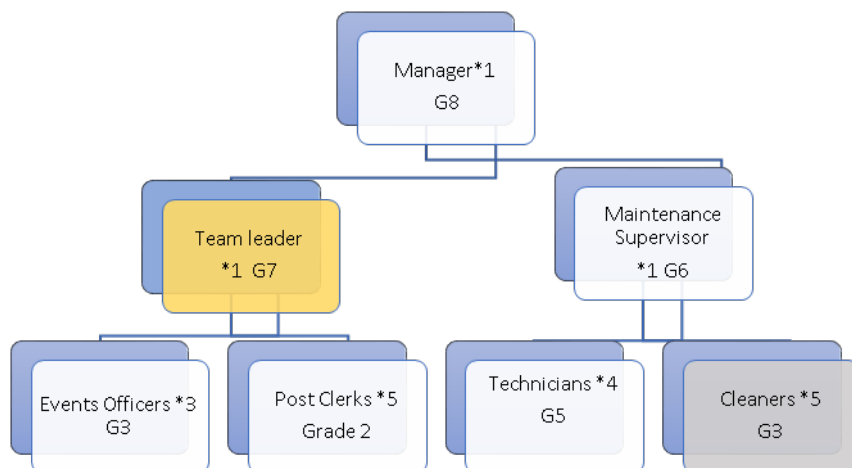
Department background  
Key drivers for change  
Estimate / quantify business improvement (efficiency gains, staff retention, etc)

## Current Structure



Explanation of changes to positions i.e. levels, grades, roles

## Proposed structure



**Explanation of the revised change**

Positions added/deleted, grades changed? Job titles? Levels? Number of reports? .....

**Resource Implications**

Deletion of 1 XX

<b>Cost saving</b>	<b>Saving Type</b>	<b>2016/2017</b>	<b>2018/2019</b>	<b>2019/2020</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
Staffing costs including direct on costs of National Insurance and pension	Nos FTE's	<b>0</b>	<b>50</b>	<b>0</b>
Buildings & facilities				
	<b>Total</b>	<b>0</b>	<b>50</b>	<b>0</b>
<b>Costs incurred</b>	<b>Cost Type</b>	<b>2016/2017</b>	<b>2018/2019</b>	<b>2019/2020</b>
Redundancy costs				
Pensions costs (potential strain payment – estimate would be needed from NCC pensions team)				
Any costs incurred by other depts. because of change				
Relocation costs				
Additional external costs (if some of service now provided externally)				
Redundancy trial period costs				
Reasonable adjustment costs				
<b>Balance</b>				

## Finance Authorisation

## Selection criteria for redundancy

Please see redundancy matrix form for potential criteria

## Operational advantages of change

Types of impact: (Technology change, delegates decision making, new types of role better job satisfaction, hours of worked mapped to peak workload, better use of resources, cost neutral/ cost reduction)

## Risk Analysis

The risks are identified as follows:

What impacts will there be internally, re workload, service levels etc.

## HR implications

Resources required form HR

## Consultation process and time line

The next steps and timetable are set out in the table below.

Informal consultation	March 2017
Formal business case to MTUCM	March 2017
1:1 meetings with affected staff	April 2017
Consultation meetings with staff groups	April 2017
End of consultation	April 2017

**Key Consultation contacts**

**Line Manager**

**HR Business Partner**





**b) Where appropriate, will there be scope for prompt, independent reviews and appeals against decisions arising from the proposed policy/practice/activity?**

**Yes/No**

Staff will be XXX

**c) Does the proposed policy/practice/activity have the ability to be tailored to fit different individual circumstances?**

**Yes/No**

Flexible Working, Job Share, opportunities etc will all apply as per the Council's policies

**d) Where appropriate, can the policy/practice/activity exceed the minimum legal equality and human rights requirements, rather than merely complying with them?**

**From the evidence you have and strategic thinking, what are the key risks (the harm or 'adverse impacts') and opportunities (benefits and opportunities to promote equality) this policy/practice/activity might present?**

	Risks (Negative)	Opportunities (Positive)
Race	None identified at present	None identified at present
Disability	None identified at present	None identified at present
Gender or Gender Identity/Gender Assignment	None identified at present	None identified at present
Pregnancy and Maternity (including breastfeeding)	None identified at present	None identified at present
Sexual Orientation	None identified at present	None identified at present
Age (including children, youth, midlife and older people)	None identified at present	None identified at present
Religion, Faith and Belief	None identified at present	None identified at present
Human Rights	None identified at present	None identified at present

**7 Proportionality**

**8 Decision**

## **Appendix 2**

(attach new or regraded job descriptions where applicable).

**1-1 TEMPLATE FORM**

<b>Name</b>		<b>Job Title</b>	
<b>Line Manager</b>		<b>Date of Review</b>	



	<b>Item</b>	<b>Comment</b>
<b>Current work issues</b>		
<b>Resources workload?</b>		
<b>Objectives</b>		

**Training both on the job and courses**

*( include dates and feedback from training – what will they do differently now they have done it, how does it benefit their role.)*

<p><b>Any development / improvement issues?</b></p> <p>Behaviour / Communication</p> <p>Job knowledge</p> <p>Quality of work</p> <p>Quantity of work</p> <p>Use of initiative</p> <p>Customer skills</p> <p>Team working</p> <p>Absence</p> <p>Punctuality</p>	

**Staff Member Comments**

*Any comments staff member may want to make following the 1-2-1*

**Signatures**

<b>Staff Member:</b>	<b>Date:</b>
<b>Line Manager:</b>	<b>Date:</b>

## TEMPLATE REDUNDANCY SELECTION MATRIX

Name of employee		Job title		
Department		Length of service		
Name(s) of manager(s) making assessment				
Criteria	Score (1-10)	Weighting (1-5)	Total score	
Knowledge (e.g. of job, customers, the organisation)				
Skills				
Breadth and depth of relevant experience				
Versatility (in terms of ability/willingness to perform different functions / duties)				
Relevant qualifications/training				
Job performance				
Attendance absence (to be completed by HR)				
Timekeeping				
Disciplinary record				
Total score				
Manager's signature		Date		
Approval of senior manager		Date		

**Notes**

The range of 1-10 for employees' point scores should be applied as follows:

10 = highest (e.g. the employee's skills are exceptionally relevant and useful to the organisation)

1 = lowest (e.g. the employee does not have suitable or adequate skills to do the job)

For attendance, timekeeping and disciplinary the range of 1-10 will be applied as follows:

No warnings 10, Informal warning 6, Written warning 3, Dismissal 0. However please speak with HR before completing this section to ensure staff who may have exemptions are not incorrectly scored.