



### ***Overall Policy Statement***

We will ensure as far as possible the security of employment for all staff, and to seek to avoid redundancies wherever possible. However, changes in the demand for services, the level of funding available, and/or the need for change because of technological or organisational development may affect jobs. Prior to reaching a decision on the need to consider any potential redundancies, the Board will satisfy itself that all other avenues have been pursued thoroughly, and that such a decision is the most appropriate next step. This Policy will apply to all employees of Homemaker Southwest and will be applied fairly, objectively and consistently.

### ***Steps to be taken before deciding that a redundancy is necessary***

The following, where appropriate, will be considered prior to and following any decision on the need for redundancies:

- Utilising under spend from previous budgets to meet a temporary shortfall
- Long-term financial and service expectations, work trends and demands
- Generation of funding from other sources
- Forward planning in respect of resignations, retirements, temporary contracts, retraining, etc
- Voluntary job-share or part-time or similar working arrangements
- Use of voluntary early retirement or voluntary redundancy
- Consideration of any other measures which may avoid redundancy and which can be agreed with staff and their representatives.

### ***Consultation***

Consultation will begin as soon as the probable need for redundancy has been identified. The Board or its chosen representative will formally consult with staff, providing the following information:

- The reason(s) for the probable redundancy.
- The number and job titles of staff who may be affected.
- The total number of staff currently employed and the proposed number to be employed and the staffing structure in each scenario.
- Confirmation of the selection criteria and procedure it proposes to use, including the proposed timeframe and any proposals with regard to redundancy payments.
- The next steps in the process

Staff affected will be invited to individual consultation meetings, where the reasoning for the probable redundancies will be discussed, and be given the opportunity to ask questions, and discuss or suggest alternative options to dismissal on the grounds of redundancy. Any suggestions made will be given full consideration

The purpose of this consultation is as far as possible to avoid redundancy, to reduce the numbers involved, and to determine ways of cushioning the impact on both those affected and those left. All consultation meetings will be recorded, and minutes will be made available to those involved.

### ***Compulsory Redundancy***

#### **Selection Criteria**

These will be applied fairly and consistently. No staff member will be selected for redundancy on discriminatory grounds, unless departure from this can be justified.

When all possible alternatives to compulsory redundancy have been exhausted, the Board will usually task the Director and Deputy to form a panel to carry out the selection process; when the Director and/or Deputy roles are included in the number of jobs that may be lost, the Chair of the Board and a nominated Trustee will carry out the selection process. The panel will make initial selection(s) based on the agreed selection criteria, and will record the deliberations

The panel will use an agreed matrix; which will give each member of staff a score of 0 – 2 against agreed selection criteria, including, but not limited to:

- (a) Skills, qualifications and experience
- (b) Capabilities and aptitude
- (c) Standard of work performance
- (d) Disciplinary Record (disciplinary records may be taken into consideration only if formal sanctions have been recorded).
- (e) Attendance (will not include maternity, paternity or adoption leave)

(Information from Performance Review discussions will be used to justify marks given).

All staff included in the selection process will be informed individually by the Director and Deputy whether they have been selected for redundancy, and why. This will be formally confirmed in writing within three working days.

If the selection is confirmed, the employee will receive details of the proposed timescale any redundancy payment, information about advice and support, and details of their right of appeal. Although not a statutory requirement, Homemaker will allow employees five working days to lodge a written appeal. This should be addressed to the Chair of Trustees, and should state fully the grounds for the appeal. The Chair or his nominee will convene a hearing. The employee and their appropriate representative will be invited to attend this meeting. If the dismissal is upheld, there will be no further right of appeal. The decision will be conveyed in writing within five working days of the meeting.

#### ***Alternatives to Redundancy***

Where a decision is made to adopt an alternative to compulsory redundancy, such as part-time hours, job-sharing, term-time working, early retirement, voluntary redundancy, redeployment, etc, the Board's first duty is to provide for the overall needs of the organisation while seeking at the same time to accommodate the affected employee(s) as far as possible. The Board will at all times strive to avoid damaging Homemaker's services and reputation, or risk its funding.

***Notice periods***

The notice periods stated in the employee's Terms & Conditions of Employment will apply.

***Redundancy Payments***

Statutory redundancy payments will be calculated where these apply (i.e. for employees with over two years' service).

***Advice & Support***

Staff who are to be made redundant will be given help and support to enable them to look for alternative employment and/or arranging training, and they will be entitled to reasonable paid time off to look for work. This must be agreed with their line manager in advance.

Homemaker Southwest recognises that the redundancy process is stressful for all staff, even if they are not directly involved. The trustees and managers will endeavour to offer support where needed.

Date reviewed and approved by Board: January 2016

Date of next review: January 2018