



Policy:

HR 002 Redundancy

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Summary of policy

This is version 5.0 of the Redundancy policy. This version replaces Version 4.0 ratified in April 2025.

This policy provides information and governance specifically related to Redundancy and is available to all employees via the Sheffield Health & Social Care (SHSC) Intranet and on the SHSC website.

This policy and procedure outlines SHSC's approach to managing redundancy and recognises the impact that organisational change may have which results in redundancy.

This can be unsettling for employees who are affected, either directly or indirectly, and we will make every effort to ensure that changes in personal circumstances, are managed sensitively, supportively and effectively.

The previous version will be removed from the Intranet and Trust website and archived. Word and pdf copies of the current and the previous version of this policy are available via the Director of Corporate Governance.

Any printed copies of the previous version (V4.0) should be destroyed and if a hard copy is required, it should be replaced with this version.

Target audience	All SHSC employees
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Keywords	Redundancy, suitable alternative, trial period, notice
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Storage & Version Control

Version 5.0 of this policy is stored and available through the SHSC intranet/internet. This version of the policy supersedes the previous version (V4.0 March 2022). Any copies of the previous policy held separately should be destroyed and replaced with this version.

Version Control and Amendment Log

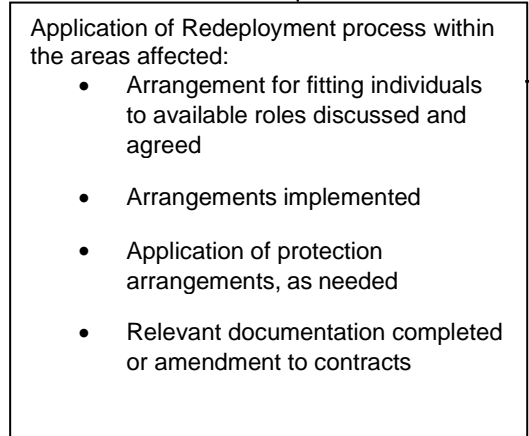
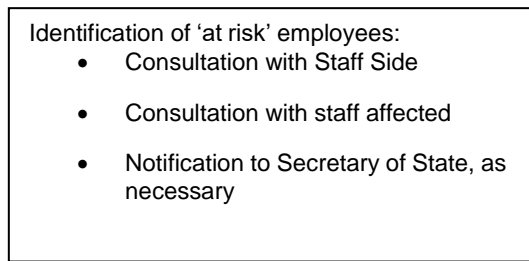
Version No.	Type of Change	Date	Description of change(s)
0.1	New draft policy created	MM/YYYY	New policy commissioned by EDG on approval of a Case for Need.
1.0	Approval and issue	MM/YYYY	Amendments made during consultation, prior to ratification.
2.0	Review / approve / issue	MM/YYYY	Early review undertaken to update the policy to in order to comply with new regulatory requirements.
2.1	Review on expiry of policy	MM/YYYY	Committee structure updated
3.0	Review / approval / issue	MM/YYYY	Full review completed as per schedule
4.0	Review / approval / issue	01/2022	<ul style="list-style-type: none"> • Minor narrative changes, no impact on procedure. • Where the word Trust, that implies SHSC, language has been changed to “our organisation, our business, SHSC”. • The flowchart has been amended from three separate flowcharts to one. • Accessibility changes for visual impairment and use of screen readers. • Removal of duplicate content in Redeployment Policy and reflect any changes in the latest Redeployment Policy. • Clearer outline of the meetings held between exhausting redeployment and dismissal hearing.

5.0	Review / approval / issue	April 2025	<ul style="list-style-type: none"> • General formatting to comply with the latest Policy Governance Group (PGG) Policy Template. • Updated links and contacts. • Updated terminology 'The Trust/Organisation to 'SHSC.' • Updated with new legislation – Protection from Redundancy (Pregnancy and Family Leave) Act 2023. • 7.8 and 7.14, Working part or all of notice period.
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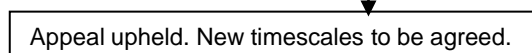
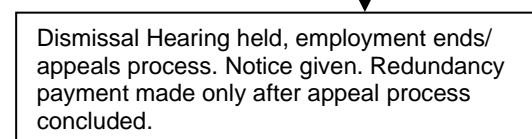
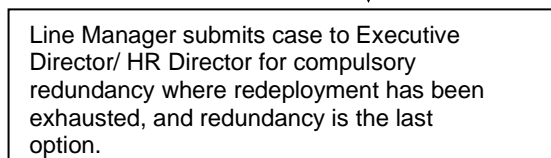
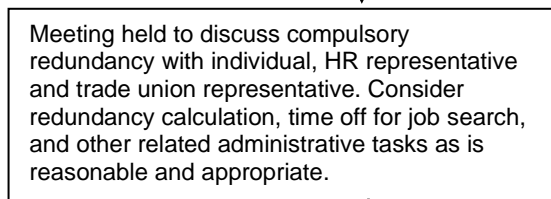
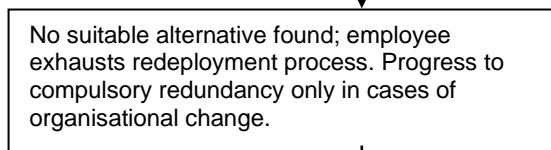
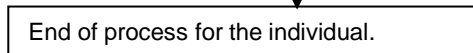
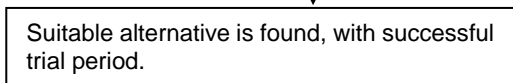
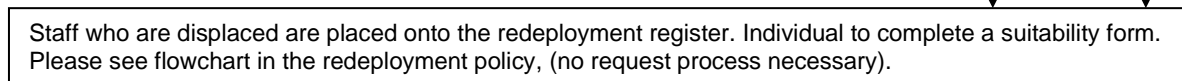
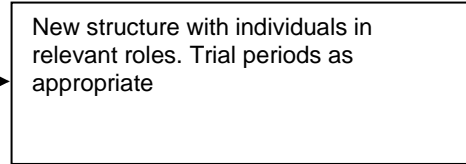
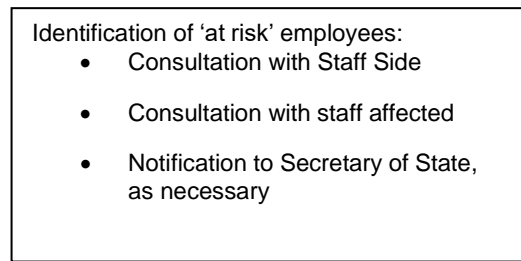
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Restructure (service redesign)



Restructure (downsizing)



1 Introduction

It is the aim of Sheffield Health and Social Care (SHSC) to ensure, as far as possible, security of employment and the avoidance of compulsory redundancies for SHSC employees, by means of effective forward planning, flexible resourcing and the application of the Organisational Change and Redeployment Policies and procedures. It is a requirement of the People Directorate (namely Executive Director of People, Deputy Director of People, HR Business Partners, and HR Advisors) working in partnership with affected business areas and their Executive colleagues, to consider all options available to our people to mitigate any risk of redundancy.

However, circumstances may make it necessary to consider reductions in staffing levels. In that event, the provisions of this policy shall be applied. Consultation with recognised Unions shall be through the normal processes.

This policy meets the requirements of all relevant employment legislation; notably, the Employment Rights Act 1996 and the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended). The circumstances in which the Redundancy Policy shall be used are set out below and this policy shall not be used as an alternative to effective performance management.

The flow chart sets out how this policy will interact with our approach to organisational change and redeployment. Individuals and Staff Side will be advised of and consulted about the service redesign and the implications for the affected employees.

Individuals will be notified of being "at risk" of redeployment, as appropriate, and will be placed on the Redeployment Register. Suitable alternative roles will be explored during the 16-week redeployment period. Should no suitable alternative roles be identified during this time it may be necessary to hold a redundancy hearing, where compulsory redundancy may be a possible outcome.

In some situations, the nature of the redesign may be such that it is anticipated that it would not be possible to find suitable alternative employment for all or some of the employees. Where this is contemplated, employees may be placed at risk of redundancy prior to the completion of the service redesign.

There may also be situations, for example, arising from cost reduction and/or loss of services where the normal application of the Redeployment Policy would not be applicable, and individuals would be identified as being "at risk" of redundancy without there being any prior notification of being "at risk" of redeployment.

For the purposes of consultation with Staff Side where 10 or more employees may be redeployed, the consultation will be viewed as if the employees were "at risk" of redundancy.

The flow chart sets out the decision-making governance for redundancy and redeployment in SHSC.

2 Scope

This policy applies to all employees including apprentices.

3 Purpose

The purpose of this policy is to ensure that wherever staffing reductions are considered necessary:

- All employees who are "at risk" in a redundancy situation are given fair and equitable treatment
- Wherever practicable, redundancies are avoided
- Where this is not practicable, matters are handled fairly and reasonably, so far as possible, changes are affected with the understanding and agreement of the recognised Unions and all staff involved

All practical means of minimising any redundancies will be explored in consultation with Staff Side. These will depend on the circumstances and may include:

- Natural wastage including vacancy freezes
- Reviewing the use of temporary, agency or bank staff
- Reduction of over-time
- Voluntary early retirement
- Redeployment and re-training of affected employees for different work where SHSC identifies there is a requirement for such work
- Other measures as put forward by SHSC or StaffSide

Employees will also be reminded of existing flexibility within other policies in case any of these are appropriate: for example, looking at the scope for flexible working including annualisation of hours, career breaks and reductions in contracted hours. Where such measures are appropriate, a change in working arrangements would be agreed with the individual.

4 Definitions

Redundancy

According to the statutory definition, as set out in the Employment Rights Act 1996, a redundancy occurs where a dismissal is wholly or mainly because:

- The employer has ceased, or intends to cease, to carry out their business for the purposes of which the employee is employed
- The employer has ceased, or intends to cease, to carry on that business in the place where the employee was so employed
- The requirements of that business for employees to carry out work of a particular kind have ceased or diminished or are expected to do so
- The requirements of the business for employees to carry out work of a particular kind in the place where they were so employed have ceased or diminished or are expected to do so

"At Risk" of Redundancy

This is where an employee's current post may change significantly or disappear as a result of workplace developments, and it has been identified by the Executive

Director of the relevant Directorate(s) that the redeployment process within the Directorate will not result in suitable alternative employment being available. This can encompass outcomes from service redesign but also situations where there is a need for cost reduction or loss of a service.

Establishment

This is the unit to which the affected employees are assigned. Advice should be sought from Human Resources in applying this definition.

Consultation

Consultation is the process by which information, perspectives and ideas are shared to inform decisions about changes to service delivery. It needs to be meaningful, and views submitted during consultation need to be considered and responded to.

In this policy, consultation refers to consultation with employees and their representatives, regarding proposed changes to services.

Lead manager

Means the manager who has overall responsibility for managing the redundancy. This will usually be the Service Director, or other Senior Manager. The lead manager may require a project group, or project manager to assist them. Where responsibilities are delegated, final decision making will be retained by the Service Director.

Representation

Employees may be accompanied to individual meetings within the scope of this policy, by either a Staff Side representative or a work colleague from within the organisation.

Directly affected employees

Means employees whose roles will be impacted by the proposed change. This includes employees who are on secondment from their substantive role, or otherwise temporarily placed away from it, where their substantive role is directly affected.

Affected area

Means work area which will be impacted on by organisational change. How the affected area is defined will depend on the nature and scope of the change. E.g., team function, ward, and site. However, the affected area should be defined early in the change process.

At risk

Means when it is expected that an employee's role may change significantly or cease because of organisational change.

Displaced

Means when an employee's current role has ceased or changed significantly due to organisational change.

Ring fence

A 'ring fence' is specifically applied to an affected area where posts are at risk. This

guarantees that employees whose roles are at risk have the first opportunity to apply for vacant roles on a preferential basis, before any other applicants are considered. Where posts at different pay bands in the affected area are at risk, ring-fences shall be placed around each pay band. This means that in the first instance, only employees currently working at that band (or displaced from a higher band) and who satisfy the minimum selection criteria, shall be eligible to apply for vacancies within the affected area.

Pool

Means the group of directly affected employees who are allocated within a 'ring fence.'

5 Detail of the policy

The Redundancy Policy provides information and guidance to all SHSC employees. It outlines the reasons where redundancy may arise, the way in which our organisation must act, underpinned by a people-centric approach. It is compliant with legal requirements. The Policy and its application should in every instance be supported by Human Resource Experts; the People Directorate team will provide support and resources to those affected by redundancy and matters arising from business change.

6 Duties

The Board of Directors is accountable for:

- Commitment through endorsement of this policy
- Identification and allocation of any resources required for the policy

The Chief Executive is accountable for:

- Ensuring the proper allocation of the policy through management arrangements

Line Managers have responsibilities for:

- Ensuring they are conversant with the policy and that their staff are fully acquainted with it
- Ensuring all staff work in accordance with the policy and legislative requirements

Employees are responsible for:

- Ensuring that they are fully acquainted with the policy and adhere to its terms

Human Resources are responsible for:

- Advising staff and managers on the policy and associated procedures
- Monitoring the policy, as appropriate ensuring the policy is adhered to throughout

7 Procedure

7.1 Consultation with Staff Side

Our organisation, through line managers, and supported by Human Resources, shall undertake meaningful consultation with the recognised Union representatives, with a view to reaching agreement on all matters covered by relevant legislation.

Where it is not possible to avoid redundancy the requirements of legislation shall be met, and a reasonable period of time shall be allowed for meaningful consultation to take place with employees and Union representatives. The information disclosed as part of the consultation process shall be in writing and shall include:

Consultation must begin at least:

- 30 days before the first dismissal takes effect, if 20 to 99 employees are to be made redundant at one establishment over a period of 90 days or less
- 45 days before the first dismissal takes effect, if 100 or more employees are to be made redundant at one establishment over a period of 90 days or less.

To ensure employee representatives can play a useful part in the consultation process over proposed redundancies employers must disclose certain information in writing including:

- Reasons for the proposed redundancies
- Numbers and descriptions of employees affected
- Proposed method of selecting the employees who may be dismissed
- Proposed method of carrying out the dismissals, taking account of any agreed procedure, including the period over which the dismissals are to take effect
- How redundancy payments, other than the legal minimum, will be calculated

Consultation will include discussion about:

- The reason for the proposal to make redundancies
- Ways of avoiding dismissals
- Ways of reducing the number of employees to be dismissed
- Ways of mitigating the consequences of the dismissals
- The relevant "pool" of employees who are to be considered "at risk"
- Any employees who may be affected by the proposed redundancies or by measures taken in connection with these proposed dismissals

Individual consultation with all staff affected will also take place in parallel and staff may be accompanied to meetings by a recognised Union representative or work colleague.

Notice must be in writing in the prescribed format and to the address specified by the Secretary of State for the establishment concerned. A copy of the notice will be provided to each of the relevant Staff Side Representatives, such notification must precede the giving of notice to employees.

7.2 Consultation and Support of employees "At Risk"

All employees who are "at risk" of redundancy will be consulted by the appropriate line manager and a member of the Human Resources Department. Employees may be accompanied by an accredited employee representative for a recognised union or by a work colleague at this consultation. The purpose of the meeting will be to:

- Explain that they are now considered to be “at risk” of redundancy
- Explain this policy and procedure and how it will be implemented
- Ascertain the individual’s views in relation to the proposals, future employment, redeployment, and re-training and, where appropriate, early retirement, and to give advice as required in respect of all of these areas
- Assist the employee in obtaining specialist advice as required, or to give advice as to where it can be obtained. This may include counselling, career counselling, training in CV writing or interview technique
- Advise the individual of internal and external support mechanisms
- Agree the most appropriate route for notifying the individual of vacancies and ensuring up- to- date information is held on address / email address etc.

Arrangements shall be made to ensure that any individuals affected but absent from work (due, for example, to maternity leave or long-term sickness) are also consulted and notified of the situation and provided with equivalent opportunities for support and to seek suitable alternative employment as their colleagues. If suitable alternative employment is available this must be offered to those on maternity / adoption leave in preference to any other colleague similarly affected by redundancy. This is a complex area and advice from HR should be obtained in these circumstances.

An individual who has been advised that they are “at risk”, should be advised as to which manager will lead the management of their situation, and this responsibility will continue until such time as the individual secures substantive suitable alternative employment, redundancy occurs, or they are no longer at risk.

The lead manager will ensure that regular review meetings take place with the “at risk” individual.

All Trust policies are available on the SHSC intranet or internet:

<http://shsc.nhs.uk/about-us/policies/>

The following SHSC policies and agreements may be useful to you during a change process:

- Organisational Change Policy
- Protection of Pay and Conditions of Service Policy
- Redeployment Policy
- Location Flexibility Allowance Agreement

Other useful links

Staff Wellbeing:

[Health and wellbeing | JARVIS](#)

[Workplace wellbeing | JARVIS](#)

[Wellbeing champions | JARVIS](#)

Trade Unions and Staff Side: [Trade unions and staff side | JARVIS](#)

HR Department: [People Directorate | JARVIS](#)

If you've got a question about anything relating to human resources or the People Directorate, we want you to get the advice you need straight away. You can speak to one of the team by calling the People Directorate helpline on 0114 2263301. There are four options for you to choose from on that number, so that we can get you through to the right team.

The helpline is open 9.30am to 4.30pm, Monday to Friday.

Employees who have not been offered a suitable alternative role after having been placed on the Redeployment Register for a period of 4 months will be considered for compulsory redundancy.

This period will be subject to review and may be changed. In exceptional cases it may not apply. In the event that no suitable alternative role is identified or agreed as being suitable then the process for compulsory redundancy will be instigated.

7.3 Selection Criteria

The selection of staff for redundancy will be undertaken in a fair, equitable and objective manner. Staff Side will be consulted at the earliest possible stage on the process to be followed and any criteria to be used. Individuals should be assessed by at least 2 people against the selection criteria. This will normally be undertaken in the context of preferential interviews in line with the organisations approach to re-deployment.

Selection criteria shall have regard to the number of staff necessary for the efficient and effective provision of services and be based upon the skills required to meet the current and future staff needs of the business. Criteria may include:

- Skills relevant to the Organisation's current and future requirements
- Experience relevant to the Organisation's current and future requirements
- Qualifications relevant to the Organisation's current and future requirements
- Disciplinary record (excluding warnings for absence)
- Attendance Record (excluding absences on grounds of pregnancy or maternity, disability, paternity and parental leave, trade union duties (i.e. – all authorised leave), or time spent as an in-patient & the immediate recovery period)

The Organisations reserves the right to change or add to selection criteria (e.g., potential, supervisory skills etc.), in recognition that the criteria may need to be varied according to the prevailing circumstances, such as for differing staff categories and according to the roles undertaken. In the event of total scores being equal, length of service will be used as the deciding factor. The overall principle for consideration will be the needs of the service. In these circumstances Staff Side shall be consulted regarding proposed changes or additions.

7.4 Voluntary Redundancy

There may be occasions when the organisation calls for volunteers for redundancy. This is a decision which will be taken by the Board. There is no automatic right to voluntary redundancy. The needs of the service and financial implications for the organisation will be paramount in considering such matters, with the final decision on whether to accept a voluntary redundancy application resting at the sole discretion of the Organisation.

Where volunteers for redundancy are to be sought, a process for consideration will be drawn up. The process will generally have the following steps:

1. The employee will write to their relevant Director (if there is both a Service Director and Clinical Director, it will be the Service Director) and formally apply for voluntary redundancy.
2. The Human Resources Department will obtain an “estimate of benefits” to include redundancy payment and superannuation benefits.
3. Having received the details, the employee will indicate if they wish to pursue their application for Voluntary Redundancy.
4. The relevant Director(s) (i.e., both Service and Clinical Directors where both posts exist), in conjunction with the Human Resources Department, will consider the request.

Voluntary redundancy will not generally be granted unless the following criteria are met:

The post will be permanently deleted thereby generating continuous annual savings and these can be recouped within an acceptable timeframe.

That the appropriate Director(s) are satisfied that the deletion of the post and the employee’s redundancy will not, arising from the loss of any specialist skills or abilities, impact on the business’s ability to deliver its services.

7.5 Suitable Alternative Employment (SAE) and Trial Periods

The organisation will do all that is reasonably practicable to redeploy employees “at risk” of redundancy into suitable alternative employment. This will continue throughout the period of an individual’s notice.

Any suitable alternative posts will be identified, and a preferential interview will be provided in accordance with the Redeployment Policy.

A range of factors and the employee’s individual circumstances may be relevant to whether a post is suitable alternative employment. The considerations are set out in the Redeployment Policy.

Where there is a risk of redundancy, any suitable alternative employment must be brought to the employee’s notice in writing before the date of termination of contract and with reasonable time for the employee to consider it. The employment should be available not later than four weeks from that date. Where this is done, but the

employee fails to make any necessary application, the employee shall be deemed to have refused suitable alternative employment.

Advice should be taken from the Human Resources Department in relation to any individuals who are pregnant or on maternity leave at the time that they are placed "at risk" in order to ensure that appropriate support is put in place and that any legal implications are understood. Pregnant employees and some new parents (Adoption Leave, Shared Parental Leave) have special protection in a redundancy situation.

From 6 April 2024 the redundancy protected period for pregnant employees or those taking maternity leave has been extended. Before this they were only protected while on maternity leave.

The redundancy protected period during pregnancy and maternity:

- starts when an employee informs their manager that they are pregnant
- ends 18 months from the exact date the baby is born

If there are any suitable alternative vacancies, as an employer SHSC must offer them to employees who have this redundancy protection.

Anyone who has this redundancy protection has priority over other employees. This applies even if other employees are also suitable. There might not be enough suitable vacancies for everyone who has this redundancy protection. SHSC will have to decide who is most suitable for the roles they have. Further guidance must be sought from HR in these situations.

Where an offer of suitable alternative employment has been accepted, the employee is entitled to a statutory trial period of a minimum of four weeks, which may be extended to six weeks with agreement by all parties.

The manager must ensure that there is on-going supervision and support for the employee during the trial period. In line with the Redeployment Policy, weekly review meetings will also be conducted by the Recruiting Manager to review the progress of the employee in the position, which will determine the outcome of the work trial. For further information on Redeployment please refer to the policy directly.

If during the trial period it is clear that the employee is not going to meet the standards required, the trial period may be terminated early (but not before the statutory minimum period has been completed i.e., 4 weeks).

Trial periods will not affect any subsequent claim for redundancy unless the new post is unreasonably refused. Should someone "at risk" who would otherwise be eligible for a redundancy payment unreasonably refuse an offer of suitable alternative employment; they may forfeit entitlement to redundancy pay. Where redundancy pay is refused on these grounds, the employee may lodge an appeal with the relevant Executive Director via the Grievance procedure.

7.6 Time-off to seek alternative employment

An employee who is “at risk” of redundancy or under notice of redundancy have the right to take reasonable time off for interviews for alternative employment during the “at risk” and “notice period” to look for alternative employment or to undertake training. Employees must discuss their time off requirements with their line manager.

7.7 Clearing House Arrangements

The organisation will make employees aware of any arrangements which exist to assist with securing employment with another health service provider under regional and/or local clearing house arrangements.

7.8 Issuing Notice of Redundancy

SHSC will issue a notice of redundancy letter at the end of the individual consultation period. However, SHSC will continue to identify and offer roles which are deemed Suitable Alternative Employment during the notice period and redeployment process. It is expected that employees will also seek roles internal and external to the organisation during this time.

There may be occasions when an employee is required to work all or part of their contractual notice period. Either after consultation and during the redeployment window as per above, or at the end of the redeployment window if notice hasn't formally been provided earlier.

7.9 Dismissal

Once the redeployment process has been exhausted, the employee who is identified for potential compulsory redundancy will be invited to a meeting with the appropriate line manager and a representative of Human Resources. The employee will have a right to be accompanied by a work colleague or recognised trade union representative.

The purpose of the meeting will be to inform the employee of the reason why they have been identified and to consider any representations as to why a compulsory redundancy should not be implemented. If the outcome is to proceed with the redundancy, then a dismissal hearing will be arranged with the appropriate authorising manager.

Notice of dismissal can only be given by an Executive Director or the Director of People.

7.10 Appeal

An employee who is given notice of dismissal for reasons of redundancy may appeal against the decision. The appeal shall be in writing to the Executive Director within 7 working days of written confirmation of the decision being issued to the member of staff.

The appeal process shall be in line with relevant employment legislation and shall include a meeting between the member of staff and the Organisation to consider the

appeal. The member of staff shall be entitled to be accompanied by a work colleague or recognised trade union representative if they wish. Any appeal will normally be held within 21 days of receiving notification of the request for an appeal.

The manager hearing the appeal will be the Chief Executive or another manager as authorised by the Chief Executive.

7.11 Redundancy Payments

Redundancy payments will be based upon the contractual entitlements as set out in the relevant terms and conditions of service.

Individuals shall be provided with details in writing of the redundancy pay which would apply in their case.

In cases of compulsory redundancy where staff are eligible to retire with a pension, and subject to the rules of the Superannuation Scheme, the Organisation shall consider the possibilities of early retirement within the prevailing financial situation.

Final payment of salary will be made in line with Payroll deadlines.

PLEASE NOTE: SHSC will continue to look for and make offers of Suitable Alternative Employment for members of staff until the final day of employment.

7.12 Conditions of Redundancy Payment

Employees who are entitled to a redundancy payment are advised to halt all NHS work, including bank shifts, for a period of four weeks following the date of termination of employment.

Employees shall not be entitled to a redundancy payment if they:

- Do not have at least two years continuous service either full or part time
- Are covering a role
- Are dismissed for reasons of misconduct, with or without notice
- At the date of the termination of the contract, have obtained without a break, or with a break not exceeding four weeks, suitable alternative employment with the same or another NHS employer
- Unreasonably refuse to accept, or apply for, suitable alternative employment within either the Trust or another NHS employer
- Leave their employment before expiry of notice, except if they are being released early
- They offered a renewal of contract (with the substitution of the new employer for the previous NHS one)
- Where their employment is transferred to another public service employer who is not an NHS employer
- Have had employment that has been considered for the purposes of a previous redundancy, or loss of office payment by an NHS employer (Agenda for Change Section 16.6)
- Where the employee has previously been given NHS pension benefits, any

employment that has been considered for the purpose of those pension benefits (Agenda for Change Section 16.6)

Redundancy entitlements are set out in section 16 of Agenda for Change Terms and Conditions. Employees are strongly advised to take the opportunity to read this section in the event of a redundancy situation.

7.13 Pay Protection (Short and Long Term)

In some circumstances pay protection may apply please refer to Pay Protection Policy.

7.14 Payment in Lieu Of Notice

Payments made in lieu of notice should be treated as non-pensionable. Therefore:

- For staff who are being paid a compensatory payment (payment in lieu of notice) usually due to their contract being terminated through redundancy or dismissal, their leaving date is not extended, and this payment is treated as non-pensionable.

There may be occasions when an employee is required to work all or part of their contractual notice period as opposed to receiving payment in lieu of notice.

7.15 Equal Opportunities

All parties involved in the operation of the Redundancy Policy shall ensure that the application of this Policy is in line with SHSC Equal Opportunities and Dignity at Work Policy and relevant legislation.

The impact of any Redundancy process agreed under this Policy will be assessed for any potential adverse or disproportionate impact on any particular groups of staff and these will be addressed.

8 Development, Consultation and Approval

Consultation was held with HR Business Partners and the Deputy Director of People. Feedback was also sought from colleagues who have experienced the Redundancy process.

Future oversight will be through the Joint Policy Group for staff side members and People Directorate Quality Risk Assurance Group form management.

The Policy will be reviewed and approved at Policy Governance Group on 28 April 2025.

9 Audit, Monitoring and Review

Monitoring Compliance Template						
Minimum Requirement	Process for Monitoring	Responsible Individual/group/committee	Frequency of Monitoring	Review of Results process (e.g. who does this?)	Responsible Individual/group/committee for action plan development	Responsible Individual/group/committee for action plan monitoring and implementation
A) Legal compliance	Number of ET's, Consultation plans / documents	Changes will be through HR policy	Monthly	SMT	HR / JCF	HR/ JCF
B) Staff Experience	Staff survey Appraisals Grievance	Any changes discussed through HR policy group.	Annually	HR	HR/JCF	HR/JCF
C) Consultation	Staff Side JCF	Any substantial changes necessary will be discussed at JCF	Monthly	HR	HR/JCF	HR/ JCF
D) Avoidance Redundancy	Redundancy procedure, Redeployment procedure	HR policy group	Monthly	HR	HR/JCF	HR/JCF

10 Implementation Plan

The implementation of this policy will be from time to time as required and as such will be tailored to meet the particular circumstances. The HRBP with responsibility for change will support coaching, training and briefing as required.

Action / Task	Responsible Person	Deadline	Progress update
New policy to be uploaded onto the Intranet and organisation website. Archive old policy.	Director of Corporate Governance	Within 5days of finalisation	
Make HRBP team aware of new version	HR representative reviewing policy	Next available HRBP meeting	Policy Reviews standing item on weekly HRBP meeting.
A communication will be issued to all staff via the Communication Digest immediately following publication.	Director of Corporate Governance	Within 5working days of issue	

11 Dissemination, Storage and Archiving (Control)

A copy of the policy will be placed on the SHSC intranet within 5 working days of finalisation and the previous version removed by the Corporate Governance team. A communication will be sent out via the Communications Digest to all SHSC employees informing them of the revised policy. Managers are responsible for ensuring the hard copies of the previous versions are removed from any policy/procedure manually or files stored locally. Clinical and Service directors are responsible for ensuring that all their staff are aware of and know how to access all policies.

The Corporate Governance team will maintain an archive of previous versions of this policy, and make sure that the latest version is the one that is posted on the Organisations intranet.

Where paper policy files or archives are maintained within teams or services it is the responsibility of the team manager to ensure that paper policy files are kept up to date and comprehensive, and that staff are made aware of new or revised policies. Older versions should be destroyed to avoid confusion. It is the responsibility of the team manager to make sure the latest version of a policy is available to all staff in the team.

Version	Date added to intranet	Date added to internet	Date of inclusion in Connect	Any other promotion/ dissemination (include dates)
1.0				
2.0				
3.2				
4.0	March 2022	March 2022	March 2022	

12 Training and Other Resource Implications

Training needs will be assessed by HR Directorate Partners and will be met in formal or informal training events as appropriate.

Application of the redundancy policy will feature in the Organisational Change Toolkit and Development sessions.

13 Links to Other Policies, Standards (Associated Documents)

Other points of reference are:

Location Flexibility Allowance
Organisational Change Policy
Redeployment Policy
Retirement Policy
Protection of Pay and Conditions of Service
[Redundancy: your rights: Overview - GOV.UK](#)
[Redundancy | Acas](#)
[Protection from Redundancy \(Pregnancy and Family Leave\) Act 2023](#)
[Updated protection from redundancy legislation | NHS Employers](#)

14 Contact Details

The Human Resources Business Partnering Team is available for support and advice on this policy. Guidance on Change can be sought from:

<i>Title</i>	<i>Name</i>	<i>Phone</i>	<i>Email</i>
Deputy Director of People	Sarah Bawden		Sarah.Bawden@shsc.nhs.uk
HR Advisors and Business Partners	Many	People Directorate Helpline: 01142263301	HRAdvisors@shsc.nhs.uk Link to the People Directorate on Jarvis: People Directorate JARVIS

Appendix A

Equality Impact Assessment Process and Record for Written Policies

Stage 1 – Relevance - Is the policy potentially relevant to equality i.e. will this policy potentially impact on staff, patients or the public? This should be considered as part of the Case of Need for new policies.

NO – No further action is required – please sign and date the following statement.
I confirm that this policy does not impact on staff, patients or the public.

I confirm that this policy does not impact on staff, patients or the public.
 Name/Date:

YES, Go to Stage 2

Stage 2 Policy Screening and Drafting Policy - Public authorities are legally required to have 'due regard' to eliminating discrimination, advancing equal opportunity and fostering good relations in relation to people who share certain 'protected characteristics' and those that do not. The following table should be used to consider this and inform changes to the policy (indicate yes/no/ don't know and note reasons). Please see the SHSC Guidance and Flow Chart.

Stage 3 – Policy Revision - Make amendments to the policy or identify any remedial action required and record any action planned in the policy implementation plan section

SCREENING RECORD	Does any aspect of this policy or potentially discriminate against this group?	Can equality of opportunity for this group be improved through this policy or changes to this policy?	Can this policy be amended so that it works to enhance relations between people in this group and people not in this group?
Age	No	NA	NA
Disability	No	NA	NA
Gender Reassignment	No	NA	NA
Pregnancy and Maternity	No	Consideration of new legislation included in review.	NA
Race	No	NA	NA

Religion or Belief	No	NA	NA
Sex	No	NA	NA
Sexual Orientation	No	NA	NA
Marriage or Civil Partnership	No		

Please delete as appropriate: - Policy Amended / Action Identified (see Implementation Plan) / no changes made.

Impact Assessment Completed by: Name /Date Alan Marshall 20 January 2025

Appendix B

Review/New Policy Checklist

This checklist is to be used as part of the development or review of a policy and presented to the Policy Governance Group (PGG) with the revised policy.

		Tick to confirm
Engagement		
1.	Is the Executive Lead sighted on the development/review of the policy?	✓
2.	Is the local Policy Champion member sighted on the development/review of the policy?	✓
Development and Consultation		
3.	If the policy is a new policy, has the development of the policy been approved through the Case for Need approval process?	NA
4.	Is there evidence of consultation with all relevant services, partners and other relevant bodies?	✓
5.	Has the policy been discussed and agreed by the local governance groups?	✓
6.	Have any relevant recommendations from Internal Audit or other relevant bodies been considered in preparing the policy?	✓
Template Compliance		
7.	Has the version control/storage section been updated?	✓
8.	Is the policy title clear and unambiguous?	✓
9.	Is the policy in Arial font 12?	✓
10.	Have page numbers been inserted?	✓
11.	Has the policy been quality checked for spelling errors, links, accuracy?	✓
Policy Content		
12.	Is the purpose of the policy clear?	✓
13.	Does the policy comply with the requirements of the CQC or other relevant bodies? (where appropriate)	✓
14.	Does the policy reflect changes as a result of lessons identified from incidents, complaints, near misses, etc.?	✓
15.	Where appropriate, does the policy contain a list of definitions of terms used?	✓
16.	Does the policy include any references to other associated policies and key documents?	✓
17.	Has the EIA Form been completed (Appendix 1)?	✓
Dissemination, Implementation, Review and Audit Compliance		
18.	Does the dissemination plan identify how the policy will be implemented?	✓
19.	Does the dissemination plan include the necessary training/support to ensure compliance?	✓
20.	Is there a plan to i. review ii. audit compliance with the document?	✓
21.	Is the review date identified, and is it appropriate and justifiable?	✓