**Introduction**

Due to changes in the economic or technological environment or, alternatively, charity-related reasons, INSERT CHURCH NAME may need to reduce the number of its employees. In these unfortunate circumstances there may be a requirement for employee redundancies and changes to the organisational structure. This procedure sets out our approach to selecting employees for redundancy should a redundancy situation occur.

This redundancy policy does not form part of employees' terms and conditions of employment and may be subject to change at our discretion.

**Selection pool**

We will identify how many roles are at risk of redundancy and will determine a pool from which employees will be selected for redundancy ensuring that it has been fairly defined. The pool will normally consist of employees who carry out the same or similar work and perform jobs that are interchangeable, whether or not in the same team or location, or on the same hours of work. When determining the redundancy pool the organisation will take into account circumstances such as:

* the work that employees carry out on a day-to-day basis
* where employees carry out their work on a regular basis

In certain circumstances, it will not be appropriate to determine a pool from which to select employees for redundancy, for example where there is only one employee whose role is affected or where funding for a role has been withdrawn or ceased.

**Selection criteria**

Once we have determined the selection pool, it will apply criteria to decide which employees from the pool will be provisionally selected for redundancy. The organisation will ensure that, as far as is possible, the criteria applied are objective and not based on the subjective opinion of the individual’s applying the criteria. As far as possible, we will use measurable criteria that can be supported by documentary records, data or other evidence.

The selection criteria that we use will depend on a number of factors, including the needs of the organisation at the time and the roles under consideration.

The following list gives examples of criteria that **may** apply:

* **Attendance -** To determine an employee's attendance record, the organisation will examine attendance records for the past 12 months leading up to the redundancy process. The organisation will not take account of absences due to pregnancy, maternity, other family-friendly leave or disability
* **Disciplinary records -** To determine an employee's disciplinary record, we will examine individual personnel files
* **Performance -** To determine an employee's performance, we will review individual performance against objectives and the individual's previous performance appraisals
* **Qualifications –** We will only review an individual’s qualifications where it is deemed appropriate for the role
* **Knowledge and experience –** We will reviewan employee’s knowledge of their job, our customers and the organisation, as well as their depth and breadth of experience against the position being applied for
* **General skills** - We will review an individual’s general skills against criteria such as time management, [self](http://en.wikipedia.org/wiki/Self)-[motivation](http://en.wikipedia.org/wiki/Motivation) and others e.g. collaboration/team-working

**Application of selection criteria**

* + individuals will be scored against selection criteria in a reasonable, fair and consistent manner. At least two managers will apply the criteria and the scores will be added up and an average applied, or the managers will meet to discuss their scores
  + a selection matrix will be used to score each employee. The matrix will set out the criteria against which individuals will be assessed in a clear and transparent manner. It will set out the scoring ranges and how much weight or importance is attached to each criterion. We reserve the right, where appropriate, to interview employees as part of the selection process. If this is the case, we will give clear instructions about how the selection will be made and more than one manager will be involved in the interview process
  + individuals will be scored against the selection criteria by considering documentary evidence or other knowledge obtained about the employee. Employees will not be scored by comparing them against each other
  + the organisation will not apply the selection criteria in a discriminatory manner, for example on the basis of part-time status, pregnancy or maternity leave. If an employee within the pool for selection is disabled, the organisation will make reasonable adjustments to the selection procedure to remove any disadvantage that the disabled employee would otherwise face

**Consultation**

While we will determine the size and composition of the selection pool and the selection criteria, we will consult with individual employees and trade union representatives (where the individual is a member of a recognised trade union) or a colleague (where no union is recognised) regarding the composition of the pool and the selection criteria prior to making any final decisions regarding redundancy, selection process (if applicable), redundancy payments (if eligible) and alternative roles.

We will give serious consideration to any views raised about the compostion of the pool and the selection criteria.

**Selection Decisions**

* once we have scored employees, it will make a provisional selection for redundancy
* individuals who have been provisionally selected for redundancy will be provided with a copy of their completed selection matrix, showing how they scored against each criterion and their overall score
* employees will be invited to attend individual consultation meetings to discuss how their score was arrived at. They will be able to raise any concerns, objections or challenges about their score and raise any other matters that they see fit about the redundancy situation
* employees will be permitted to be accompanied to the meetings by a colleague, or a trade union representative of their choice if they are a member of a trade union. The LDBF will give serious consideration to any comments raised by the employee, but the ultimate decison on selection will be ours
* following the individual consulation meetings, we will inform the employee of our decision

**Voluntary Redundancy**

In order to minimise the need for compulsory redundancies, we may consider requests from employees for voluntary redundancies. Whether or not additional payments will be offered in relation to voluntary redundancies will be a matter for consultation and will depend on the circumstances.

We reserve the right at its absolute discretion to decline requests for voluntary redundancy.

**Notice Period**

Employees will be informed at the earliest practical opportunity of a potential redundancy situation. Following consulation, employees will be informed if their employment is being terminated due to redundancy. At this point the employee will either be paid in lieu of notice or required to work through their notice period. Our total notice period is 12 weeks.

**Finding New Employment**

Those who have been given notice of redundancy will be supported as follows:

* reasonable time off work with pay during working hours to seek alternative employment, provided that permission is first obtained
* consideration to reasonable requests for funding for short training courses
* assistance within our resources to complete CV’s and application forms
* our resources may be used for job seeking activities including copying, email, phone and postage

**Alternative Employment**

We will give serious consideration to whether or not there are any alternative courses of action for avoiding redundancy. Options that we will consider will depend on the particular circumstances applicable at the time, but may include:

* seeking volunteers for redundancy
* reducing or stopping the use of temporary staff throughout the whole workforce or in certain departments
* redeploying employees to another role, which may be in a different department
* retraining employees so that they are able to carry out other roles within the diocese
* offering employees a period of unpaid leave
* implementing, or seeking volunteers for, a reduction in working hours or part-time or flexible working arrangements, with a commensurate reduction in pay

Employees who are on maternity, paternity, adoption or shared parental leave will be given preference over other employees in the search for suitable alternative vacancies.

If alternative employment is offered a trial period of 4 weeks will apply (or longer if retraining is required) where deemed appropriate. Any changes to the terms and conditions of employment (e.g. additional travel) will be agreed with the involved member of staff.

Where necessary, training will also be offered to assist in undertaking the duties of the new post.

If we decide, either during, or at the end of the trial period that the alternative job is not working out because of the change in role, the employee is entitled to the redundancy payment applicable to their orginal position.

If the employee refuses an alternative role, or initially accepts a role but during or at the end of the trial period, decides they no longer want to accept the new role they may lose their entitlement to the redundancy payment. This will depend on the suitability of the role and whether or not the employee acted reasonably in refusing it.

If alternative employment is not available for all employees being made redundant, any available posts will be advertised internally and those who are being made redundant will be invited to apply. If they meet the criteria for the post as laid down in the job description and person specification they will be interviewed and may be offered the post.

**Re-Employment at** INSERT CHURCH NAME

Any member of staff who is made redundant either voluntarily or involuntarily may not reapply to work with us for a minimum period of 12 months following their redundancy date.

**Redundancy Payments**

* a statutory redundancy payment will be payable to those employees with a minimum of two years’ continuous service with us. This redundancy payment is formulated based on an employee’s age, length of service and final gross weekly pay. This final gross weekly pay is subject to the statutory maximum at the time of the redundancy dismissal[[1]](#footnote-1)
* employees will be notified of their individual redundancy package value at the earliest opportunity
* to be entitled to redundancy pay employees must continue to be employed throughout the consultation period and have their employment terminated on grounds of redundancy at the end of the consultaion period. Employees wishing to leave before the end of the consultation period (or their notice period if this is not being paid in lieu), for example if they have found another job which requires them to start before the end of the consultation period, will only receive their redundancy pay if they obtain permission from us before leaving

**Payment Timing**

Wherever possible, payment of redundancy monies will be made in the next available pay run following termination of employment. Please note that due to the payroll cut off schedules this may not alway coincide with the final monthly pay date.

**Holiday**

You will accrue holiday up until your redundancy date. Payment for unused holidays will be included as part of your final payment

**Payment in lieu of notice**

Where payment in lieu of notice is made, this will be based on basic pay and any allowances that would have been earned during the notice period had the individual remained in employment.

**Pension**

Pension benefits will cease to be effective from the redundancy date. Employees cannot continue to contribute into any INSERT CHURCH NAME’s pension scheme after their redundancy date.

**Variations – Notice payment**

Should it not be practicable to give the minimum notice period required by the employee’s individual contract of employment, payment in lieu of notice would be made. Where the payment is in lieu of notice this will be based on basic pay and any allowances that would have been earned during the notice period had the individual remained in employment.

**Appeal**

If the employee does not agree with the redundancy decision, they may exercise their right to appeal. The employee will be advised who to appeal to. The person conducting the hearing may be accompanied.

1. [Calculate your statutory redundancy pay - GOV.UK (www.gov.uk)](https://www.gov.uk/calculate-your-redundancy-pay) [↑](#footnote-ref-1)