



THE UNIVERSITY *of* EDINBURGH

Redundancy Policy

1. Policy Statement

The University is committed to providing an environment in which its employees can thrive and grow and to protecting the job security of as many of its employees as possible. However, we have to remain flexible and responsive to both internal and external factors to enable us to meet our strategic goals. This means that change and restructure will sometimes be necessary and will impact our staffing requirements.

While the University is committed to avoiding compulsory redundancies wherever it can, the scale and nature of change required may make this impossible. This policy explains how we will manage potential redundancy situations and support staff who are directly impacted.

2. Scope

This policy applies to employees of the University of Edinburgh whose:

- roles are impacted by proposed organisational change or restructure
- fixed-term contracts are proposed to end earlier than expected due to work reducing or ending earlier than expected
- open-ended contracts are underpinned by time-limited external funding, e.g. a research grant and these are proposed to end earlier than expected due to work reducing or ending earlier than expected.

The Policy on Ending Fixed-Term Contracts and Restricted Funding Contracts will apply if these contracts are ending on the expected date.

3. Principles

This policy is underpinned by the following principles: The University will:

3.1 make every effort to minimise the need for compulsory redundancies

- 3.2 engage in early and meaningful consultation with its recognised trade unions and monitor outcomes on a regular basis
- 3.3 ensure staff placed at risk of redundancy are consulted and aware of the options and support available to them
- 3.4 ensure selection processes are fair, objective and non-discriminatory
- 3.5 support staff selected for redundancy to find other work
- 3.6 support staff selected for new roles to settle into their new role.

4. Definitions

The following terms are explained in the order in which they normally arise during the procedure.

Organisational Change: means a change to the way the University operates. This could be, for example a change to how a service is provided, a department restructure, the closure or relocation of a service or unit. It will normally impact the ways of working of the staff in the service/unit and could change the number and type of roles in the service/unit.

Redundancy: is where employment ends because the University plans to end or reduce a particular activity, or to end or reduce an activity being carried out at a particular place.

At risk of redundancy: means your role is impacted by proposed organisational change and your employment may come to an end by reason of redundancy if we cannot offer you other work.

Voluntary Redundancy: is where you put yourself forward for redundancy. Depending on the nature of the organisational change proposed we may invite volunteers to reduce the need for compulsory redundancies. A call for volunteers will normally involve the offer of enhanced redundancy pay.

Collective consultation: is the process of two-way communication, i.e. talking and listening, between the University and the trade unions regarding the need for change and how this will impact jobs and staff. During this process the University will consider and respond to union proposed alternatives to compulsory redundancy.

Individual Consultation: is the process of two-way communication, i.e. talking and listening, between you and your manager regarding proposed change and the impact on your role

and your employment with the University. It gives you the opportunity to ask questions, express your views, raise concerns and make suggestions.

Companion: is a person who can attend consultation meetings with you. They will normally be a work colleague or trade union representative. You may ask for someone else to be with you if you have particular needs, for example if you have a disability you may ask to be accompanied by someone who is familiar with your support needs.

Selection pool: is a grouping of employees who are placed at risk of redundancy. The University will provide clear rationale for why employees are included, or excluded, from any selection pool and will select who will be made redundant using fair criteria and by a fair process.

Alternative employment: means a role which is different to your current role in terms of duties, responsibilities, skills and knowledge and/or contractual terms and conditions, for example, salary, hours, location.

Suitable alternative employment: means a role that is very similar to your current role in terms of duties, responsibilities, skills and knowledge and/or terms and conditions, for example, salary, hours, location. It will normally be a role at the same grade but could be one grade lower.

Matched to a role: means your current role is proposed to be made redundant and we have matched you directly into a suitable alternative role. This will normally be a match to a role at the same grade but could be one grade lower.

Scale point: this is the point within the grade for your role which determines your basic salary.

Trial period: is the four-week period that you are legally entitled to when you move to an alternative role; it gives you and the University time to assess if the role is suitable for you.

Pay protection: means we will maintain your current salary for a period of time if we match you into or offer you a suitable alternative role which is one grade lower than your current role to avoid redundancy.

Continuous service: is the time you have been employed by the University, beginning on your first day of employment.

Redeployment: means moving from your current role to a different one within the University.

Redeployment register: is where you can confidentially register your details to let recruiting managers know across the wider University that you are at risk of redundancy and looking for redeployment.

Career transition support: is assistance to help you find a new job or change to a new career.

Contractual notice: is the amount of notice you are required to give or must receive from the University to end your employment as set out in the Conditions of Service for your grade.

Statutory notice: is the legal minimum notice you are required to give or must receive from the University regarding the termination of your employment. If you have 1 month to 2 years' service the minimum notice is 1 week; 2 to 12 years is 1 week for each year of service; 12 years or more is 12 weeks.

5. Links to Other Relevant Policies and Guidance

You may find it useful to refer to the University's other policies and guidance which you can find on the [HR web pages](#):

[Policy on Ending Fixed-Term Contracts and Restricted Funding Contracts](#)

[Conditions of Service](#)

[Pay Scales](#)

[Information for International Staff](#)

[Policy on Conflict of Interest](#)

[Support for staff at risk of redundancy](#)

6. Policy History and Review

Approval Date:	June 2021
Approved By:	HR Policy Development Group University Executive
Year of Next Review:	2024

Redundancy Procedure

This procedure applies if your role is impacted by proposed organisational change, your fixed-term contract is ending earlier than expected, or the external funding for your role is ending earlier than expected.

1. When change is necessary

In certain circumstances it may be necessary for the University to consider implementing change or to restructure its services and/or activities. This will involve, for example, reviewing service and business requirements and assessing funding options and staffing levels to determine the scale of change needed and the impact on staff. Should the proposed change have an impact on the nature and/or number of roles, every effort will be made to minimise the need for redundancies.

2. Action to avoid the need for redundancies

The University will make every effort to avoid the need to propose compulsory redundancies and, at the very least, to minimise the number required.

The action it can take will depend on the nature and scale of the proposed change, for example whether the proposals impact all University employees or solely those within a specific School/Department, service or unit. Mitigating action may include some or all of the below:

- limiting recruitment
- limiting overtime
- reviewing and limiting the use of agency staff and contractors
- pausing and/or reviewing pay awards
- seeking volunteers for voluntary redundancy
- reducing the working week and/or seeking volunteers for part-time working
- supporting requests for unpaid leave.

3. Collective Consultation

In line with its commitment to partnership working, the University will brief and engage its trade unions on the need for change at the earliest opportunity. It will do so whether or not the proposals include redundancies and irrespective of the number of staff to be placed at risk of redundancy.

If redundancies are proposed, formal consultation will normally start at least 45 days before any at-risk employee would be given notice of redundancy.

Union engagement and formal consultation will normally be led by the head of the service/unit impacted by the change proposals, supported by HR.

If the proposed change will impact a significant number of staff across multiple areas, for example across Colleges and/or Professional Service Groups, formal consultation will normally be led by the head of service leading the change initiative, supported by HR.

Union consultation may be shorter or longer than 45 days. This will depend on the scale and complexity of the proposals. However, no one will be dismissed before the 45-day period has finished.

The aim of the consultation will be to:

- avoid or reduce the number of redundancies proposed
- alleviate the effect of any redundancies
- consider union proposed alternatives to compulsory redundancy
- consider options for the redeployment of at-risk employees.

To enable this, the University will provide the trade unions with information about the proposed redundancies. This will include:

- the reasons for proposing any redundancies
- the numbers and descriptions of the employees affected
- the total number of staff employed in the area affected e.g. School, Centre, Department
- the way in which employees will be selected for redundancy, if applicable

- when any dismissals are likely to take place
- how redundancy pay will be calculated (normally this will be statutory redundancy payment)
- information about any agency workers engaged in the area affected.

4. Individual Consultation

If the change proposals directly affect your role, we will consult with you on an individual basis. This may happen while collective consultation with the trade unions is still taking place.

You will receive confirmation in writing that you are at risk of redundancy and the procedure that will follow. You will also be advised what support and options are available to you.

You will be offered at least two individual consultation meetings. The first will explain the proposals, the second will normally provide feedback on any selection process and next steps.

These meetings will normally be led by your immediate or more senior line manager and a member of HR may be there to provide procedural advice.

You have the right to be accompanied by a companion if you so wish. You must let your companion know the arrangements for any meetings.

During the consultation meetings your manager will explain, and respond to any questions you have about:

- the reasons for the proposed change and how this affects your role
- why you are at risk of redundancy
- why you have been matched into a role or are part of a selection pool
- the selection process
- the options available to you
- the redundancy pay you would be entitled to

- the timescales involved, and
- the support available to you.

You will have the opportunity at all meetings to ask questions about the proposals, query the impact on your role, express your views, raise concerns and make suggestions.

Should a selection process be necessary, one of your meetings will advise you of the outcome of the process and next steps.

If you have been selected for redundancy, you will receive confirmation of this in writing which will include your leaving date, and payment entitlements.

If you are off sick or on long term leave e.g. maternity leave during this process we will still consult you fully about the proposals and the impact on your role.

If we are unable to meet you in person we will make arrangements to carry out the consultation process remotely online e.g. via Microsoft Teams.

4.1 Secondments

If you are in a seconded role it is assumed that you will return to your substantive role when the secondment ends. If changes are proposed to your substantive role while you are on secondment, you will be consulted about these changes when they are proposed and will be included in any selection process for reduced or new roles in your substantive business area.

Note: Your substantive role, rather than your seconded role, will be the role used to match you into a role or place you in a selection pool.

5. Redundancy Selection

5.1 Selection process and criteria

Depending on the nature of the change proposals, you may be:

- directly matched to a role deemed to be a suitable alternative to redundancy
- placed in a selection pool for a reduced number of roles

- placed in a selection pool for new/changed roles which would be an alternative to redundancy.

Selection criteria will be fair and relevant to the selection pool, i.e. the type of work reducing/changing and to the future needs of your School/Department and will normally focus on:

- Knowledge and skills
- Breadth and depth of experience
- Work performance
- Disciplinary record.

This is not an exhaustive list and certain criteria, and individual elements, may be given more weight than others.

Selection will normally be led by a senior manager from the area affected by the change with input from up to two other managers.

Assessment should involve managers who have worked with the employees affected and will include relevant documentation where it is available e.g. annual reviews and disciplinary records. The managers will be supported during the process by HR who will provide procedural advice.

Depending on the circumstances and number of staff placed at risk, selection may involve an interview process.

If you have been included in a selection pool you will be advised of the outcome at an individual consultation meeting.

5.2 Suitable Alternative Employment

If you are matched into or offered a suitable alternative role at the same grade, you will remain on the same scale point.

A lower grade role will not normally be deemed suitable alternative employment. However, if you are matched into or offered a suitable alternative role at one grade lower than your

current role, you will be offered pay protection for a period of two years as described in Section 7 below. Consequently you will not be offered a trial period.

If you are offered a suitable alternative role and choose not to take it without good reason, you may not receive a redundancy payment.

5.3. Alternative Employment

If you are offered an alternative role, you will be entitled to a four-week trial period. The new terms and conditions will apply from the date you start in the alternative role.

If you are offered a lower graded role you will move to the top scale point within the normal pay range for the lower grade.

If you are offered a higher graded role you will move to the first scale point of the higher grade. If you were on a contribution point in your old role you will move to the next scale point.

5.4 Additional protection for employees on maternity, adoption or shared parental leave

By law, if you are on maternity, adoption or shared parental leave you must be offered any suitable alternative vacancy if there is one. You do not have to apply for it, go through a selection process or compete with other employees, except if there are other at risk employees who are also on maternity leave etc.

This protection applies to vacancies only, i.e. to unfilled roles. You can still be selected for redundancy from a pool of employees who do the same work and we are proposing to reduce the number of roles.

6. Trial period

If you are offered alternative employment, you will have a four-week trial period during which you and your new manager will assess the suitability of the role as an alternative to redundancy.

The four-week period will normally start once you have worked your notice period in your current role. The start and end dates will be confirmed to you in writing when you are offered the alternative role.

Your trial period may be extended by mutual agreement between you and your new manager in certain circumstances only, for example, if you need additional time for training.

Your new manager will meet with you regularly throughout the trial period to ensure you are settling in to the new role and that appropriate training and support is in place. You should let your new manager know of any difficulties you are having in the new role so they can address and resolve these, if possible, before the four-week trial period comes to an end.

At the end of the trial period, you and your new manager will formally agree if the trial period has been successful and the role is indeed suitable. If you both agree, your employment will continue and you will no longer be considered to be at risk of redundancy.

If you decide the role is not suitable, you will need to have a good reason for turning it down. If you do have a good reason your employment will come to an end at the end of the trial period. If you have two years' service by this date, you will receive a redundancy payment which will be based on your pay in your old role.

If we don't think you have a strong enough reason for turning it down, you could be deemed to be resigning at the end of the trial period and you may not be entitled to any redundancy pay.

If your new manager decides the role is not suitable, they will explain why. They will also explore what, if any, alternatives are available. If there are none, your employment will come to an end at the end of the trial period. If you have two years' service by this date, you will be eligible for a redundancy payment, which will be based on your pay in your old role.

7. Pay Protection

If you are matched into or offered a suitable alternative role at one grade lower than your current role, and on the same hours, you will be entitled to pay protection for a period of two years. Pay protection will only apply to your basic salary and will not include the contractual allowances that are tied to your current role. If your new role attracts contractual allowances, these will be paid on top of your protected basic salary.

After the two year period you will move to the top scale point within the normal pay range for the lower grade.

8. Support for Redeployment within the wider University

If you have been placed at risk of redundancy we will support you to identify and be considered for other roles within the wider University.

8.1 Redeployment Register

You can place your details on the University's Redeployment Register. Recruiting managers will review the register and will not normally advertise their vacancies if there is a suitable 'at risk' employee on the register who could potentially fulfil the role. (Please see Section 8.4. for exceptions to this practice.)

If you appear to meet the essential criteria for the role, or could do so with a short period of reasonable training, the recruiting manager will invite you to interview. If you demonstrate your suitability at interview you will be offered the role.

If the recruiting manager identifies more than one at-risk employee who appears to meet the essential criteria, a competitive interview will take place between those at-risk.

Recruiting managers will also review the register throughout the recruitment process. This will ensure they do not overlook staff who have been placed at risk since they first checked the register prior to advertising their vacancy.

8.2 Job Alerts

You should also consider signing up for University job alerts as soon as you are placed at risk of redundancy. This will ensure you are notified about and aware of other job vacancies.

You can sign-up for these alerts through People and Money.

You can apply for vacancies that you believe are suitable and where you meet the essential criteria or could do so with a reasonable short period of training. You should make it clear on your application that you have been placed at risk of redundancy. If you appear to meet the essential criteria for the role, or could do so with reasonable training, the recruiting manager will invite you to interview. If you demonstrate your suitability for the role at interview, you will be offered the role.

If the recruiting manager identifies more than one at-risk employee who appears to meet the essential criteria, a competitive interview will take place between those at-risk.

8.3 Terms and conditions

If you are offered a same-grade role through the redeployment register or vacancy application process, you will remain on the same scale point. If you are offered a role at one grade lower than your old role, you will be entitled to pay protection as described in Section 7 above.

If you are offered a role at more than one grade lower than your old role, you will move to the top scale point within the normal pay range for the lower grade. Given the difference in terms and conditions, you will be offered a four-week trial period as described in Section 6 above.

If you are offered a higher grade role, you will move to the first scale point of the higher grade. If you were on a contribution point in your old role, you will move to the next scale point, i.e. will receive a one increment increase. Given the difference in terms and conditions, you will be offered a four-week trial period as described in Section 6 above.

8.4 Senior appointments or highly specialist Grade UE08 roles

Senior appointments, normally at Grades UE09 and UE10, or equivalent, or highly specialist Grade UE08 roles, or equivalent, can be advertised externally if they:

- require very specific skills and experience, or
- are critical to the University achieving its strategic aims, meaning an individual at the forefront of their field needs to be recruited.

In these circumstances, although a recruiting manager will still need to search the redeployment register, and may decide to interview an at-risk employee, they do not have to give priority to an 'at risk' applicant if they are not the best candidate.

8.5 Time Limited/restricted right to work in the UK

If you have time limited or restricted right to work in the UK e.g. if you are a sponsored worker, we will need to consider if your visa would allow you to transfer to another role in the University. You should therefore contact HR to find out if you are able to put your details on the redeployment register and set up job alerts.

9. Career Transition Support

When notified in writing that you are at risk of redundancy, you will be offered career transition support. You can find out more about this support on the [Career Transition](#) webpages. If you are an early career researcher you may also access support from the [Institute for Academic Development](#).

10. Reasonable time off

If you are selected for redundancy, you will be entitled to a reasonable amount of time off during your notice period to look for another job or to make arrangements for training that will support your future employment. This includes time off for career transition support e.g. for an appointment to prepare your CV. You should give your manager as much notice as possible if you need to attend an interview, training event or outplacement appointment.

11. Notice

You will not be given notice of the actual termination of your employment until we have concluded the redundancy consultation process. In some cases you may not be required to work your notice period and will be paid in lieu instead.

You will receive written confirmation about your notice of redundancy. Notice will normally be issued in line with your contractual notice entitlement. You will be paid in lieu of any contractual notice that we are unable to provide or do not require you to work.

The letter will confirm:

- your leaving date
- the reason your employment is coming to an end
- your redundancy payment, if applicable (i.e. you have more than two years' service) and
- your right of appeal.

If you wish to leave before the end of your notice period, for example because you have been offered another role with an earlier start date, you must contact your manager to request an earlier leaving date. We will normally accommodate this unless there are exceptional circumstances which prevent us from so doing, for example we need you to complete a critical piece of work.

If you request to leave early, you will only be paid up to the date that you leave and not for your full notice period. We may also need to adjust your redundancy payment to reflect your new leaving date.

11.1 Extension to redundancy notice

Sometimes circumstances will arise that require us to delay your redundancy leaving date. If we do, you will be advised at the earliest opportunity of the change and your redundancy notice will be extended to the amended date.

If you had already started to work your redundancy notice prior to the extension being confirmed, you may choose to leave on the original date if you wish. If you do, you will still be entitled to your redundancy payment, based on that date (if applicable, i.e. you have two years' service).

12. Redundancy pay

If you have at least two years' continuous service with the University you will be eligible for a statutory redundancy payment.

This payment is based on your age, length of continuous service and your weekly pay. Length of service is capped at 20 years and weekly pay is capped at an amount set by the government each year, so this may be lower than your actual weekly salary. You can find details about redundancy payments on the [gov.uk webpages](#).

If you are employed on a Guaranteed Minimum Hours contract your redundancy payment will be calculated using your average pay in the 12 weeks' worked before you were due to be given statutory notice.

13. Appeal

You have the right to appeal the termination of your employment if you believe it is unfair. If you wish to appeal you must do so within two calendar weeks of receiving your letter giving you notice. This letter will also make it clear to whom you must send your appeal. You must explain the reasons for your appeal and provide any new information, if it is relevant.

Reasons to appeal may be:

- your role is not redundant
- you were wrongly included in a selection pool
- you were unfairly selected
- this policy and procedure were not followed correctly or fairly.

If you do not provide any grounds of appeal we will contact you to obtain the information.

The appeal will not be heard if no relevant grounds are provided.

13.1 Appeal Panel

An appeal hearing will normally take place within four calendar weeks of your letter being received. It will be chaired by an Appeal Convenor who will be at least the same grade as the manager who made the decision to end your employment.

The Appeal Convenor will have had no involvement in the original decision regarding the changes to your role and your selection for redundancy and will normally be from a different School or Professional Services Department to you. There will be up to two other panel members at the hearing who will have had no involvement in your redundancy case.

At least one panel member will be from the same job category as you. This means that if you are an academic at least one panel member will be an academic, or if you hold a professional services role at least one panel member will be a professional services employee.

If you are an academic at Grade UE08 or above an external panel member will also be appointed.

A representative from HR may attend the hearing to advise the panel on process and there will be a note taker.

You may ask for a different Appeal Convenor or panel members if they have a genuine conflict of interest in relation to your redundancy case. You must write to the person to whom you submitted your appeal if you believe there is a conflict and specify what it is. They will make an assessment about the person's objectivity and confirm their decision to you. If it is concluded that there is a conflict of interest a different Convenor or panel member will be appointed. You must refer to the [Policy on Conflict of Interest](#) before deciding to make an objection.

The Appeal Convenor will write to you at least one calendar week in advance to invite you to an Appeal Hearing. They will:

- confirm the arrangements for the hearing
- advise you of the names of up to two other managers who will form the appeal panel.
- advise you that you may bring a companion to the hearing if you wish
- ask if you need any reasonable adjustments to enable you to participate in the meeting.

You must let the Appeal Convenor know if you are bringing a companion to the hearing. It is your responsibility to notify your chosen companion of the arrangements and to provide them with any documentation they may need to prepare for the hearing.

If you need any adjustments or special arrangements to attend the hearing you must let the Appeal Convenor know in advance.

13.2 The Appeal Hearing

At the hearing you will be asked to present your case to the panel, explaining the reasons for your appeal and clarifying any new information you have. The panel may ask you questions or seek clarification on certain issues.

After the discussion the Appeal Convenor will adjourn the hearing so that the panel can consider all they have heard. You will normally be called back to the hearing after the adjournment to be told the outcome. If the panel needs more time to consider your appeal you will be told when you will hear the outcome.

13.3 Outcome of Appeal

The possible outcomes of your appeal hearing are:

- your appeal is turned down and the decision to end your employment on the grounds of redundancy will be confirmed or
- your appeal is supported and you will be reinstated to your role or to an alternative role with equivalent terms and conditions, depending on the particular circumstances.

If you are reinstated it will be with effect from the date your employment ended and you will retain your previous continuity of service date.

If your appeal raised issues about how this policy or procedure was applied the panel may require that the relevant parts are revisited, if there is sufficient time to do so.

The Appeal Convenor will confirm the outcome of the hearing in writing within one calendar week. The decision of the appeal panel is final.

14. Multiple roles

If you have more than one role in the University this policy will apply to you based on the circumstances of each individual role. This means that if one of your roles is considered at risk of redundancy this procedure will be followed for that particular role and your other role or roles will not be affected.

If the role at risk is your main role, your continuity of service will be based on your start date with the University. If the role at risk is an additional role, your service for notice and statutory redundancy pay will be based on your start date in this later role.

15. Visa Expiration

If your visa expires on the same day or later than the date your contract is due to end, your reason for leaving will be redundancy and you will receive a redundancy payment if you are eligible. You will not be considered to be redundant if your visa expires before the date your contract is due to end.

16. Pension and benefits

Information about your pension or the Pensions+ salary sacrifice scheme can be obtained by contacting the [Pensions Office](#). If you need information about benefits such as Bicycles+ you should contact the [Payroll Office](#). For Childcare vouchers you should visit the [Childcare Pay and Reward pages](#).

17. Monitoring and Reporting

All collective consultation activities will be reported to the joint unions and progress and outcomes will be monitored on a regular, normally monthly, basis. An annual report on the number of staff placed at risk of redundancy and who left the University by reason of redundancy will be presented to the Combined Joint Consultative and Negotiating Committee (CJCNC).