

Redundancy Policy

V6.0

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Introduction

This policy applies to BrisDoc co-owners who are employees under a contract of employment, including employees on fixed-term contracts where their employment ends by reason of redundancy. It does not normally apply to agency workers, genuinely self-employed contractors or others who do not have employee status.

It is a general policy objective of BrisDoc to maintain, where possible, secure employment for its employees by planning its workforce requirements, including any consequential co-owner development needs. However, it is recognised that changes in competitive conditions, organisational requirements and technological developments may affect co-owners' needs. Therefore, to maintain a climate of security of employment, co-owners may need flexibility in adapting to new co-owner requirements, working methods, and organisational needs. BrisDoc intends to reduce any redundancies which may occur to the minimum. Still, changes in how services at BrisDoc are provided will sometimes lead to individual jobs or groups of jobs changing or no longer being required.

Principles

BrisDoc aims to avoid compulsory redundancy wherever it is reasonably practicable to do so and will consider reasonable alternatives before making redundancies.

Where redundancies may be necessary, BrisDoc will undertake genuine and meaningful consultation before making final decisions. Employees will be given appropriate information about the proposals and an opportunity to comment, raise concerns, suggest alternatives and, where relevant, comment on proposed selection arrangements.

Where compulsory redundancy cannot be avoided, BrisDoc will manage the process fairly, consistently and sensitively and will seek to minimise the impact on the employees concerned.

Selection for redundancy will be based on reasonable, objective and evidence-based criteria and will not discriminate unlawfully, directly or indirectly.

BrisDoc will actively consider suitable alternative employment and redeployment throughout the redundancy process.

Employees may be accompanied at formal individual consultation, redundancy and appeal meetings by a trade union representative or work colleague. Reasonable adjustments to the process will be considered where required.

Definitions of redundancy

Redundancy is a form of dismissal which may arise where:

- BrisDoc closes, or intends to close, all or part of its business or a workplace;
- BrisDoc's requirement for employees to carry out work of a particular kind has ceased or diminished, or is expected to cease or diminish;
- organisational, contractual, financial or service changes mean that fewer employees are required to carry out particular work.

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Redundancy relates to BrisDoc's requirement for work or roles rather than to the individual employee. A genuine redundancy situation does not remove the requirement to follow a fair redundancy process.

Where a service, function or business activity is transferring to another employer and the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) apply, BrisDoc will follow the appropriate TUPE process. Where a separate redundancy situation arises in connection with a transfer, this policy may also apply as appropriate, subject to the statutory TUPE protections.

Redundancy procedure

Where it has been identified that there is likely to be a need for a reduction in staffing numbers, co-owners who may be affected will be informed as early as reasonably practicable. No final decision to dismiss an employee by reason of redundancy will be made before meaningful consultation has taken place.

Consultation will be carried out as follows:

First Formal Consultation Meeting

The employee will be invited, in writing, to attend a formal consultation meeting and given the right to be accompanied. At the meeting, the reason for the redundancy situation arising will be explained, together with the rationale for the employee's inclusion in the pool of co-owners at risk of redundancy.

At this meeting BrisDoc will explain, as appropriate:

- the reason for the proposed change and why redundancy is being considered;
- the number and type of roles potentially affected;
- why the employee has been included within the proposed selection pool, where a pool is required;
- the proposed selection criteria and process;
- the expected timetable;
- alternatives to redundancy that have been considered;
- opportunities for redeployment; and
- the employee's opportunity to comment on the proposals and suggest alternatives.

Further / Final Consultation Meeting

Following any selection process, employees provisionally selected for redundancy will be invited in writing to a further consultation meeting with the relevant manager and, where appropriate, a People Team representative. The manager will explain the provisional outcome, the selection criteria and, where applicable, the employee's scoring and the evidence used. The employee will have an opportunity to challenge the information, raise any relevant circumstances, suggest alternatives and discuss redeployment. Any representations will be genuinely considered before a final decision is made.

Where no selection is to be made and the consultation process has not identified a way to maintain employment, employees whose posts have been identified as redundant will be

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formally invited to a further meeting known as a Formal Redundancy Meeting in which a member of the Senior Leadership Team will be present.

Formal Redundancy Meeting

If, after consultation and consideration of alternatives, redundancy cannot reasonably be avoided, the employee will be invited to a Formal Redundancy Meeting. A manager with appropriate delegated authority will consider any outstanding representations and confirm the final decision.

Where dismissal by reason of redundancy is confirmed, the employee will be given notice of dismissal and the outcome will be confirmed in writing, including the termination date, notice arrangements, redundancy payment where applicable, any continuing redeployment arrangements and the right of appeal.

Consultation

The purpose of consultation is to provide as early an opportunity as practicable for all concerned to share the problem facing BrisDoc and explore the options. It is a two-way meaningful process and will address:

- the avoidance of dismissals
- reducing the numbers to be dismissed
- mitigating the consequences of any dismissals

Consultation will be undertaken with a view to reaching agreement. Notice of redundancy will not be issued until the consultation and selection process relevant to that employee has been completed.

All co-owners (and/or representatives) will be informed of the proposed changes in writing stating:

- Why their job is at risk (and that whilst no final decision has been made, redundancy is a possibility)
- The number and descriptions of posts possibly to be made redundant.
- The proposed selection pool and selection criteria, where selection is required
- How the dismissals are to be carried out, taking account of any agreed procedure, including the period over which the dismissals are to take effect
- Their right to representation / being accompanied
- Information on how any statutory or contractual redundancy payment will be determined

Employees and representatives will be provided with the information required by law and with sufficient additional information to enable meaningful consultation. Personal or commercially sensitive information will be handled in accordance with applicable data protection and confidentiality requirements.

Consultation will normally cover the following areas:

- The need to make redundancies

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- Ways of avoiding dismissals
- Ways of reducing the number of co-owners to be made redundant – e.g. reducing hours, flexible working initiatives including unpaid leave
- The selection process, including selection criteria
- Ways of mitigating the effects of redundancy
- Any opportunities for redeployment
- Facilities for seeking other work

The manager responsible for the redundancy proposal will give proper consideration to representations made during consultation before any final decision is reached.

Duration of Consultation / Notification of Redundancy

There is no fixed statutory minimum consultation period where fewer than 20 redundancies are proposed. Consultation must nevertheless be meaningful and take place before a final decision is made.

Where BrisDoc is proposing 20 or more redundancy dismissals at one establishment within a period of 90 days, statutory collective consultation requirements apply.

Collective consultation must begin in good time and:

- where 20 to 99 redundancies are proposed, at least 30 days before the first dismissal takes effect;
- where 100 or more redundancies are proposed, at least 45 days before the first dismissal takes effect.

Where collective consultation applies, BrisDoc will consult the appropriate representatives. This will be recognised trade union representatives where applicable or elected employee representatives where there is no recognised trade union for the employees concerned. Where elected employee representatives are required and appropriate representatives are not already in place, BrisDoc will arrange for affected employees to elect representatives in accordance with the statutory requirements. The People Team will ensure that any collective consultation requirements in force at the time are applied.

BrisDoc will also notify the Redundancy Payments Service using the required process and within the applicable statutory timescale.

For individual consultation, the number and timing of meetings will depend on the circumstances. BrisDoc will allow employees reasonable time to consider proposals and respond and will arrange further consultation where required.

Selection Criteria for Redundancy

Areas for consideration before making compulsory redundancies:

Before making compulsory redundancies, BrisDoc will consider reasonable measures which may avoid or reduce the number of redundancies. Depending on the circumstances these may include:

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- a. restricting recruitment or holding appropriate vacancies;
- b. reducing or discontinuing the use of agency workers, temporary workers or external contractors where appropriate;
- c. reducing overtime or additional hours;
- d. seeking expressions of interest in voluntary redundancy;
- e. considering redeployment or retraining;
- f. considering voluntary reductions in contractual hours or other agreed flexible working arrangements;
- g. considering other reasonable options relevant to the particular circumstances.
- h. any reduction in contractual hours or other contractual change will be subject to agreement or another appropriate lawful process.

Fair Selection Criteria

Where selection is required, BrisDoc will establish a reasonable selection pool and objective selection criteria appropriate to the particular redundancy exercise. The proposed pool and criteria will normally be discussed as part of consultation.

Criteria may include:

1. Skills, qualifications, competence and relevant experience.
2. Work performance, where supported by objective and reasonably available evidence.
3. Current formal disciplinary warnings, where relevant to the role or service requirements.
4. Attendance, where there is a legitimate reason for including it and reliable records are available.
5. Timekeeping, where relevant and supported by objective records.
6. Other objective criteria relevant to the future needs of the service.

Criteria will be applied consistently and will be reviewed for potential discrimination. Pregnancy-related absence and absence associated with statutory family leave will not count against an employee. Disability-related absence will be disregarded or adjusted as necessary to avoid unlawful discrimination and to meet BrisDoc's duty to make reasonable adjustments. Other protected circumstances will also be considered as appropriate.

Employees will, where reasonably practicable, be given an opportunity to comment on the factual accuracy of information used in their assessment before the selection decision is finalised.

Non-compulsory Selection

Voluntary Redundancy: Employees may volunteer for redundancy where BrisDoc has invited expressions of interest. Volunteering does not create an automatic right to redundancy. BrisDoc may accept or decline requests having regard to service, workforce, cost and organisational requirements.

Where an employee leaves under an agreed voluntary redundancy arrangement, statutory redundancy pay will apply where the qualifying conditions are met. Any enhanced payment must be expressly agreed.

Early Retirement: Early retirement may be considered as a voluntary option where appropriate. It will not be imposed. An employee who chooses simply to retire or resign will not normally qualify for statutory redundancy pay. Where retirement forms part of an expressly agreed redundancy arrangement, the terms of that arrangement will be confirmed in writing.

Offers of Alternative Work

Redeployment

Once an employee is at risk of redundancy, BrisDoc will actively consider whether there is suitable alternative employment available within BrisDoc and will continue to do so until the employee's employment ends.

Where a vacant role is considered suitable alternative employment for an individual employee, BrisDoc will normally offer the role rather than requiring the employee to compete with external applicants.

Where more than one at-risk employee is potentially suitable for the same vacancy, BrisDoc may use a fair assessment process to determine who should be offered the role, subject to any statutory priority rights.

Reasonable retraining will be considered where this could enable an employee to take suitable alternative employment.

Priority for Suitable Alternative Vacancies

Some employees have a statutory right to be offered a suitable alternative vacancy in priority to other employees at risk of redundancy.

This includes employees within the relevant statutory redundancy protected period associated with pregnancy, maternity leave, adoption leave, shared parental leave, neonatal care leave and Bereaved Partner's Paternity Leave.

Where a suitable alternative vacancy exists for an employee with statutory priority, BrisDoc will offer it to them in accordance with the statutory requirements. They will not be required to compete for the vacancy with employees who do not have the same statutory priority.

The People Team will identify the applicable protected period and statutory requirements in each case.

What is Suitable Alternative Employment

Whether a role is suitable alternative employment will depend on both the role and the employee's individual circumstances. Factors may include:

- the nature of the work;
- the employee's skills, experience and abilities;
- pay and benefits;

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- status and level of responsibility;
- contractual hours and shift arrangements;
- location, travel requirements and accessibility; and
- the employee's individual circumstances.

An offer of suitable alternative employment will be made in writing before the employee's existing employment ends and will explain the role and any material differences in terms and conditions. The alternative employment must start no later than four weeks after the existing employment ends.

Where an employee accepts suitable employment the "trial period" provisions in Section 138 (3) of the Employment Rights Act 1996 will apply.

- Given the nature and geographical area covered by BrisDoc, every effort will be made to try and redeploy employees within a reasonable distance of their current base, however this cannot be guaranteed.
- Location and travel requirements are relevant when determining whether alternative employment is suitable. BrisDoc will consider the circumstances of the individual employee, including additional travel time, cost, accessibility and any impact on caring or other relevant responsibilities.

Employees who unreasonably refuse an offer of suitable alternative employment may lose any entitlement to redundancy pay. Whether a refusal is unreasonable will depend on the suitability of the role and the employee's individual reasons for refusing it. BrisDoc will consider those reasons before deciding whether statutory redundancy pay is affected.

Trial Period

An employee who accepts suitable alternative employment is entitled to a statutory four-week trial period where the new employment differs from their previous employment.

Where additional training or retraining is required, the trial period may be extended by agreement. Any extension must be agreed in writing and have a clear end date.

If the alternative employment proves unsuitable during the statutory trial period, the employee may retain their entitlement to statutory redundancy pay. If the employee remains in the new role beyond the trial period, or any properly agreed extended trial period, they will normally be treated as having accepted the new employment.

Protection of Existing Terms and Conditions

Where an employee accepts alternative employment, the normal terms and conditions of that role will apply unless otherwise agreed in writing. The statutory trial period does not itself provide a right to permanent pay or terms and conditions protection.

Early Release of Redundant Employees

Depending on the needs of the service, consideration will be given to employees who wish to leave BrisDoc before the period of notice of redundancy expires. Both parties will agree a date of

termination. That date will become the revised date of redundancy for the purpose of calculating any entitlement to a redundancy payment under this agreement and any accrued annual leave.

Employees should not resign or commit to an earlier leaving date without first discussing this with their manager and the People Team, as leaving early without agreement may affect entitlement to statutory redundancy pay.

Redundancy Pay

Statutory Redundancy Payments (SRP)

An employee who is dismissed by reason of redundancy and has at least two years' continuous employment at the relevant date will normally be entitled to statutory redundancy pay, subject to the statutory eligibility rules.

Statutory redundancy pay is calculated by reference to the employee's age, complete years of continuous service up to the statutory maximum and a statutory week's pay. BrisDoc will apply the statutory limits in force at the employee's effective date of termination and will provide the employee with a written statement showing how their payment has been calculated.

Fixed Term Contracts

The expiry or non-renewal of a fixed-term contract may amount to a redundancy where the reason for the termination is that the requirement for the work has ceased or diminished. Fixed-term employees who meet the statutory qualifying conditions have the same right to statutory redundancy pay as permanent employees.

Fixed-term contracts which end at their agreed termination date are treated differently for the purposes of statutory collective consultation. The People Team will determine whether they fall within any collective consultation calculation.

Tax and National Insurance Liability

The tax and National Insurance treatment of termination payments depends on the nature of each payment. Statutory redundancy pay and qualifying termination payments may fall within the statutory tax-free termination payment threshold. Notice pay; holiday pay, wages and some other termination payments are taxable and subject to National Insurance in the normal way. Payroll will apply the tax rules in force at the time of payment.

Holiday Pay

If employees have not taken the paid holiday to which they are entitled by the date their employment terminates, then they should receive holiday pay.

Any accrued but untaken annual leave due at the termination date will be paid through the employee's final pay, subject to the normal rules on holiday accrual and any lawful deductions.

Assistance with Job Search

Time-Off

Employees who will have at least two years' continuous employment by the end of their notice period have a statutory right to reasonable time off during working hours to look for another job or arrange training.

The statutory right to payment for this time off is limited to 40% of one week's pay over the notice period. BrisDoc may agree additional paid time off where reasonable and operationally practicable and will apply any discretion consistently.

The People Team can also provide reasonable support with applications, CVs and preparation for interviews and can signpost employees to appropriate external employment support.

Help with Application Forms / Interviews

BrisDoc's People Team can also provide help, within reason, with completion of application forms and/or preparation for interviews.

Appeals

An employee may appeal against a redundancy decision where they believe:

- they have been unfairly selected;
- relevant information was not properly considered;
- the redundancy process was not followed fairly;
- the selection criteria were incorrectly or inconsistently applied; or
- suitable alternative employment was not properly considered or offered.

An appeal should normally be submitted in writing to the People Team within five working days of receipt of the written redundancy decision, setting out the grounds of appeal.

The appeal will normally be heard as soon as reasonably practicable by a manager with appropriate authority who has not previously made the redundancy decision. The employee may be accompanied by a work colleague or trade union representative.

The appeal manager will confirm the outcome in writing. Where an appeal is upheld, BrisDoc will take appropriate action to correct the decision, including reinstatement and restoration of continuity of employment where appropriate.

Version Control

Date	Reviewed by	Revision details	Issue number
28/04/2021	Helen Hinton	Updated wording around redundancy – post not person.	5.0
October 2023	Helen Hinton	Grammar changes and re-wording	5.1
August 2026	Mike Duncan	Full policy review: updated redundancy definitions; strengthened individual and collective consultation, selection and equality safeguards; updated family-leave redundancy protection; revised redeployment and suitable alternative employment provisions; updated notice, payments, job-search support and appeals; terminology updated to People Team.	6.0

Equity, Inclusion & Values Impact Assessment

This Equality, Inclusion and Values Impact Assessment ensures that BrisDoc's Redundancy Policy upholds our duties under the Equality Act 2010, supports inclusive and equitable practice, and is consistent with BrisDoc's values, expected behaviours and employee-owned culture. It considers both the potential impact on co-owners with protected characteristics and wider circumstances which may affect how individuals experience organisational change, redundancy, consultation, selection and redeployment.

The policy is intended to ensure that where organisational change may result in redundancy, decisions are made fairly, consistently and transparently, with meaningful consultation, objective selection arrangements and appropriate consideration of alternatives to redundancy and redeployment.

This assessment considers both equality impact and quality impact. It reflects on intersectionality and the compounding effects that may arise where a co-owner has more than one protected characteristic or relevant personal circumstance.

Protected Characteristic	Potential Impact Identified?	Actions Taken / Considerations
Age	Yes – potential differential impact	Redundancy selection must not be based on age. Selection pools and criteria should be objective, relevant to future service requirements and reviewed for potential discrimination. Statutory redundancy pay is calculated partly by reference to age and length of service in accordance with legislation; this is distinct from the selection decision. Care should be taken where length of service is considered within any selection exercise because of its potential relationship with age.
Disability	Yes – potential barriers	Attendance, performance, flexibility, location and other apparently neutral criteria may disadvantage disabled co-owners if applied without considering individual circumstances. The policy requires disability-related absence and other protected circumstances to be considered and adjusted or disregarded where necessary, together with reasonable adjustments. Adjustments may also be required to consultation meetings, communication methods, assessment processes and redeployment arrangements. Accessibility, travel and individual circumstances are relevant when considering suitable alternative employment.
Sex / Gender	Yes – potential indirect impact	Selection criteria relating to working patterns, availability, flexibility, additional hours or location may potentially disadvantage co-owners with caring responsibilities. Selection criteria should therefore

Protected Characteristic	Potential Impact Identified?	Actions Taken / Considerations
		focus on the genuine requirements of the future role and be objectively justified and consistently applied. When considering alternative employment, contractual hours, shift arrangements, location, travel and relevant caring responsibilities are considered on an individual basis.
Gender Reassignment	Yes – potential sensitivity and confidentiality considerations	The policy applies equally to all co-owners. Where attendance or other personal information forms part of a selection exercise, managers should consider whether absence, treatment or other circumstances connected with gender reassignment require particular consideration. Personal information should be handled sensitively and confidentially, with People Team advice sought where appropriate.
Pregnancy and Maternity	Yes – significant statutory protection	Pregnancy-related absence and statutory family leave must not count against a co-owner in selection. The policy also recognises statutory priority rights to suitable alternative vacancies for employees within the relevant protected periods associated with pregnancy, maternity leave, adoption leave, shared parental leave, neonatal care leave and Bereaved Partner's Paternity Leave. Co-owners who are absent on family leave must be included fully in consultation and kept informed of proposals, vacancies and opportunities.
Race / Ethnicity	Yes – potential bias or communication barriers	Selection decisions should be based on objective, identifiable evidence rather than subjective assumptions. Co-owners are given an opportunity to comment on the factual accuracy of information used in assessment. Managers should consider whether language, communication requirements, cultural factors or unconscious bias may affect participation in consultation or assessment and seek People Team advice where appropriate.
Religion or Belief	Yes – potential indirect impact	Attendance, timekeeping or availability criteria should be reviewed to ensure that authorised religious observance or working arrangements do not inadvertently disadvantage a co-owner. Consultation and redundancy meetings should, where reasonably practicable, take account of significant religious observance. Decisions must remain based on objective role and service requirements.

Protected Characteristic	Potential Impact Identified?	Actions Taken / Considerations
Sexual Orientation	No differential impact identified	The policy applies equally regardless of sexual orientation. All co-owners have equal access to consultation, redeployment, representation and appeal arrangements. Personal circumstances disclosed during consultation should be handled sensitively and confidentially.
Marriage and Civil Partnership	No differential impact identified	The policy does not treat co-owners differently because of marriage or civil partnership status. Individual circumstances relevant to the suitability of alternative employment, including location, travel or caring responsibilities, should nevertheless be considered consistently.
Intersectionality	Yes – potential compounding impact	Co-owners may experience overlapping impacts linked to more than one protected characteristic or personal circumstance. For example, the effect of proposed working hours, location or selection criteria may be different for a disabled co-owner with caring responsibilities or for someone returning from family leave. Managers should avoid assumptions, consider the individual context and seek People Team advice where potential equality issues arise.

Inclusion and BrisDoc Values

The policy has also been considered from the perspective of wider inclusion and BrisDoc's values and co-owner principles. Redundancy and organisational change can affect co-owners differently because of factors which extend beyond protected characteristics, including caring responsibilities, financial circumstances, contractual hours, working patterns, travel requirements, digital access, confidence in formal consultation processes and access to alternative employment opportunities.

The policy supports inclusion by requiring meaningful consultation, transparent and evidence-based decision-making, consideration of individual circumstances, reasonable adjustments, active consideration of redeployment and opportunities for co-owners to challenge factual information used in selection.

The policy supports BrisDoc's values and employee-owned culture by requiring affected co-owners to be informed, listened to and able to contribute to consultation before decisions are finalised. It also requires BrisDoc to consider alternatives to redundancy and to balance organisational sustainability with fair treatment of co-owners and continuity and quality of patient services.

No additional adverse inclusion or values impact has been identified from the policy itself. There remains a significant risk that an individual organisational change or redundancy exercise could have an unintended or disproportionate impact on particular groups of co-owners. Equality,

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inclusion and values impacts should therefore be considered at the design stage of any significant organisational change and kept under review throughout consultation and implementation.

Overall assessment

No adverse equality or quality impact has been identified from the policy itself. The revised policy is expected to have a positive equality impact by providing a clearer and more structured framework for redundancy decisions, including meaningful consultation, objective and evidence-based selection, specific consideration of protected absence and reasonable adjustments, active redeployment, statutory priority rights to suitable alternative employment and a formal right of appeal.

The principal equality risks arise from the way an individual redundancy exercise is designed and implemented rather than from the policy itself. These include inappropriate selection pools, criteria which indirectly disadvantage a protected group, reliance on subjective evidence, inappropriate use of attendance information, failure to make reasonable adjustments, assumptions about flexibility or caring responsibilities, and failure to identify statutory priority rights to suitable alternative vacancies.

These risks are mitigated through People Team oversight, consultation on proposed selection arrangements, review of criteria for discrimination risk, use of objective evidence, individual consideration of relevant circumstances, opportunity for co-owners to challenge factual information, active consideration of suitable alternative employment and the right of appeal.

Any redundancy proposal should also consider the potential impact on service quality, patient safety, workforce capacity, continuity and the retention of essential skills. These considerations should form part of the relevant organisational change and decision-making process rather than the individual redundancy selection assessment.

Monitoring and review

The People Team will monitor the application of this policy through redundancy case review, selection outcomes, appeals, grievances, redeployment outcomes and feedback arising from organisational change processes.

Where a redundancy exercise affects a significant number of co-owners, or there is reason to believe that a particular group may be disproportionately affected, equality data should be considered at an appropriate level to identify potential adverse impact while maintaining individual confidentiality.

Where evidence suggests disproportionate impact on any protected group, the selection arrangements, associated guidance or policy will be reviewed and appropriate corrective action taken.

Where appropriate, this review should also consider wider inclusion impacts, including the effect of proposals on different working patterns, locations, contractual arrangements and other relevant workforce groups.

This Equality, Inclusion and Values Impact Assessment should be reviewed as part of the next scheduled policy review, or sooner where there are significant legislative changes, organisational learning, equality or inclusion concerns, or evidence that the policy is operating in a way which is inconsistent with BrisDoc's values.