

Redundancy Policy



The Institute
of Contemporary
Music Performance

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V4.0	April 2023	Scheduled review	Head of HR	April 2026 and as required
V3.0	Oct 2020 SRC	Scheduled review	Head of HR	Oct 2021 and as required
V2.2	13/08/19 ExCo	Annual review	HR Manager	July 2020 and as required
Related policies				
External Reference				
N/A				

1. Introduction

- 1.1.** From time to time ICMP Management Ltd (ICMP) may require fewer employees to work because of economic, organisational or business-related reasons. Regrettably, this could result in some employee redundancies as the organisational design changes in line with business needs and to aid future growth and sustainability.
- 1.2.** The constantly changing business environment means that redundancy is occasionally inevitable, but the organisation will do its utmost to find other solutions first and wherever possible, employees will be redeployed. There will be support made available where redeployment is not possible.

2. Purpose

- 2.1.** The purpose of this policy is to lay out how ICMP will manage impending employee redundancies and, if necessary, any decision to implement proposed redundancies. It is ICMP's intention to avoid redundancies wherever possible, and if they should be unavoidable to mitigate their effect. Furthermore, this policy reflects ICMP's commitment to full employee consultation and to provide appropriate support to staff should redundancies take place.
- 2.2.** This policy is in line with all relevant employment legislation and requirements including:
 - Equality Act 2010;
 - Employment Rights Act 1996;
 - Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002; and
 - Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000.
- 2.3.** This policy also applies to any situation where fewer employees are required due to a reorganisation of work.

3. Scope

- 3.1.** This applies to all members of staff on a contract of employment.

4. Alternatives to redundancy

- 4.1.** Before making any compulsory redundancies ICMP will first take all reasonable steps to identify feasible alternatives to meet the needs of the business. These will include:
 - restriction of external recruitment
 - reduction in overtime
 - introduction of possible short-time working or temporary lay-offs
 - introduction of flexible working hours/days
 - "ring-fenced" internal recruitment and redeployment to alternative work
 - consideration of terminating or restricting the engagement of temporary/agency staff
 - voluntary reduction in remuneration

5. Voluntary redundancy

- 5.1.** In the event of proposed redundancies ICMP may invite all affected staff to apply for voluntary redundancy. Employees who are not directly affected by the redundancy proposal may also apply. The application period will be limited to a specific period of time. ICMP may at its absolute discretion accept or reject any voluntary application for redundancy (ie the organisation believes the volunteer has skills and experience that need to be retained for the organisation's future viability) and is under no obligation to discuss its reason(s) with the applicant.
- 5.2.** When an application for voluntary redundancy is accepted, the employee will be notified in writing and invited to a meeting with a relevant manager to discuss the

next steps and the redundancy payment that is available. Whether any enhanced redundancy payment or other severance entitlements are available will depend on the circumstances of each case.

6. Individual consultation

- 6.1.** The ICMP will enter into individual consultation with all employees provisionally selected for redundancy who are “at risk”. Each employee will be given information about the proposed method of redundancy selection, including any selection criteria to be used. They will be informed subsequently of the basis for their selection and be invited to make representations to their relevant manager about their redundancy selection before any final decision about who is to be given notice of dismissal is taken.
- 6.2.** Every employee who will be dismissed for purposes of redundancy will be invited to an individual meeting with their relevant manager. At this meeting they will be told that they are to be dismissed. They will be informed of the appropriate time scales and redundancy payment that is available. Any other severance payments will be explained to them.

7. Consultation and information

- 7.1.** Where 20 or more redundancies are to take place within a 90 day period ICMP will arrange for the election of employee representatives by secret ballot of the affected workforce. Where an insufficient number of representatives are elected ICMP will arrange for the appointment of employee representatives.
- 7.2.** ICMP is committed to providing full and proper information to employee representatives during the consultation process. Furthermore, adequate time will be provided for them to consult the employees whom they are representing and to respond to proposals and other information presented to them during the consultation process. Information provided will include the:
- reason(s) for the proposed redundancies
 - numbers and categories of employees affected, specifying those whom it is proposed to make redundant
 - proposed method of selecting those for redundancy
 - proposed method of carrying out the redundancies
 - time period over which the redundancy dismissals will take place; and
 - proposed method of calculating redundancy payments (where non-statutory payments are to be made)

8. Redundancy selection

- 8.1.** The selection criteria to be used in the case of redundancy will change from time to time to reflect the needs of ICMP. The criteria to be used will be fair and robust in application.
- 8.2.** If compulsory redundancies are required, the ExCo will be involved and consulted on the selection criteria and be given opportunities to put forward their own views. Employees will be given the opportunity to discuss the selection criteria drawn up.

9. Alternative work

- 9.1.** ICMP will make every reasonable effort to identify and offer suitable alternative work to those employees whom it proposes to make redundant. In the first instance, these employees will be notified of all existing vacancies when they are notified of their selection for redundancy. They will be given the opportunity to discuss these vacancies with the relevant manager(s). Further meetings may be necessary for the employee and relevant manager(s) to explore the individual's suitability. Any offer of suitable alternative work which is accepted by the employee will be subject to a statutory trial period of four weeks.

- 9.2. If the new position is subsequently deemed unsuitable by ICMP the employee's employment will be terminated at the end of the trial period. They will receive a statutory redundancy payment based on the date on which their original job became redundant. In these circumstances, should another suitable alternative job be available, the employee will be offered that job and be subject to a further trial period of four weeks.
- 9.3. Should the organisation consider a vacancy to be suitable as an offer of alternative work, but the employee unreasonably refuses that offer, or, having taken up the offer resigns that position before the end of the trial four week period, the employee will forfeit their right to a statutory redundancy payment.
- 9.4. Any period of four weeks may be extended by ICMP because of the need for re-training without affecting the employee's right to a statutory redundancy payment.
- 9.5. ICMP reserves the absolute right to make a decision about the employee's termination of employment.
- 9.6. Special consideration will be given to providing suitable alternative work for those on maternity, paternity, adoption or shared parental leave. Those on maternity, paternity, adoption or shared parental leave will be given priority over other employees when offering suitable alternative employment.
- 9.7. The duty of ICMP to seek suitable alternative work for redundant employees will continue up to and including the date of the employee's termination of employment.
- 9.8. ICMP reserves the right to select the best candidate for any job where there is more than one suitable candidate and may apply appointment selection criteria. During any period of redundancies ICMP will "ring-fence" any vacancies as being open only to internal candidates unless there are circumstances where it reasonably believes there are no suitable internal candidates.

10. Time-off to look for work/undergo training

- 10.1. Any employee under notice of redundancy dismissal who has at least two years' continuous service will be granted reasonable time off to look for alternative work with another employer. This will also include reasonable time off to attend interviews or to undergo training for alternative work. Appropriate time off will be arranged with the employee's line manager.

11. Support for redundant employees

- 11.1. The ICMP will make every reasonable attempt to support any employee who is made redundant. Depending on resources available at the relevant time outsourced support may be arranged.

12. Statutory redundancy payments

- 12.1. Those employees with two or more years' continuous service with ICMP will be entitled to receive a statutory redundancy payment. This will be calculated according to their age, length of service and final gross weekly pay subject to the statutory maximum (based on the maximum rate of a week's pay at the time of the redundancy dismissal).

13. Notice and termination of employment

- 13.1. ICMP may decide to waive its right for the redundant employee to work their contractual notice.
- 13.2. If this situation is brought about by ICMP a payment in-lieu of notice (PILON) will be made.
- 13.3. If this situation is brought about by the employee ICMP will consider whether it is prepared to agree to a shorter notice period.

14. Advice and Support

14.1. The HR Team should be informed before prior to the commencement of any redundancy consultation period.

14.2. HR is available to advise and assist in the application of this policy at any stage.

15. Monitoring and Review

15.1. Regular Monitoring of the Policy.