



Security of Employment (Redundancy) Policy

EP16 / September 2025

Version control

Version number	Author/Owner	Approver	Date updated/ reviewed
1	Head of HR	Chief Executive	Sept 2025

Contents

1.	Introduction	4
2.	Types of Redundancy	5
3.	Redundancies - Early Preventative Considerations	6
4.	Redundancy Stages	6
5.	Consultation Process – Individual & Collective Redundancies	7
6.	Selection Criteria, Job Matching, Slotting & Recruitment	8
7.	Suitable Alternative Employment & Trial Periods	10
8.	Alternative Employment & Redeployment	10
9.	Salary Protection	12
10.	Redundancy Payments & Pension Benefits	12
11.	Notice Periods	13
12.	Appeals Against Redundancy Dismissal	13
13.	Re-employment & Re-engagement	15
14.	Support for Employees	15
15.	Other Relevant Policies	16

The purpose of this policy is to detail the way in which Transport for the North (TfN) aims to maintain and enhance organisational efficiency and financial sustainability, which will as far as possible safeguard the current and future employment of all our employees.

1. Introduction

- 1.1 From time to time there may be changes in organisational requirements which will affect current and future workforce requirements. In such circumstances, TfN will seek to minimise the impact of workforce reductions and organisational change by utilising the provisions set out within this policy.
- 1.2 TfN will seek to avoid the need for compulsory redundancies but, on occasion, these may be necessary. This policy will ensure that, where redundancies become necessary, TfN will:
 - communicate clearly with all affected employees and ensure that they are treated fairly
 - seek to avoid compulsory redundancies
 - consult with employees and with our recognised trade union
 - ensure that selection for compulsory redundancy is undertaken fairly, reasonably and in a non-discriminatory manner.
- 1.3 TfN has implemented this policy following consultation with its recognised Trade Union, UNISON.
- 1.4 This policy does not form part of any contract of employment or other contract to provide services, and TfN may amend it at any time following appropriate consultation with its recognised Trade Union.
- 1.5 This policy applies to employees only. It does not apply to agency workers, consultants, self-employed contractors, volunteers or interns.
- 1.6 TfN's Security of Employment (Redundancy) Policy is compliant with;
 - legislative requirements concerning individual and collective redundancy as set out within the Employment Rights Act 1996 and the Trade Union and Labour Relations (Consolidation) Act 1992
 - ACAS guidance
 - the Equality Act 2010.
- 1.7 TfN is committed to ensuring that it does not discriminate directly or indirectly on grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy, maternity, parental, neonatal care and adoption leave, race, religion or belief, sex, sexual orientation, trade union membership and activity.
- 1.8 TfN will seek to ensure that all affected employees will be supported throughout the process by means of effective communication and engagement to ensure that employees will better understand the reasons for any changes being proposed, the potential impact on them, their role within

the associated processes and the sources of additional support available to them.

1.9 The following are examples of change, it is not an exhaustive list:

- organisational/team restructuring due to changes in service delivery
- rationalisation of duties in response to technological developments
- withdrawal of funding for services which have a direct impact on employees' role
- the development of new roles as part of workforce modernisation.

1.10 This policy aims to provide a consistent, transparent and effective process for ensuring compliance with good practice and statutory requirements.

2. Types of Redundancy

2.1 TfN may have to consider making redundancies which focus upon a particular employee's job role, i.e. an individual redundancy or in relation to organisational change and restructuring where the redundancy will focus on a functional or procedural change which will affect many employees, not all of whom will face redundancy i.e. collective redundancy. This policy sets out the practice and procedure as it relates to both sets of circumstances.

2.2 Where an individual role is ceasing or there needs to be a reduction in the number of employees required to undertake that particular role, the Employment Rights Act 1996, s139 defines redundancy as occurring where:

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

2.3 Where there is a proposed restructure or organisational change in which 20 or more roles are placed at risk, this is known as collective redundancy, and this is governed by the requirements of the Trade Union and Labour Relations (Consolidation) Act 1992. Collective redundancies will entail individual consultation with the employees and also, a separate collective consultation with the relevant trade union with the aim of;

- avoiding the dismissals
- reducing the number of employees to be dismissed
- mitigating the circumstances of the dismissals.

2.4 TfN will manage redundancies in line with good practice and will aim to minimise the adverse impact on employees who are selected for redundancy and those employees who are retained within the new structure.

3. Redundancies - Early Preventative Considerations

- 3.1 Should circumstances arise where workforce changes may potentially result in a reduction in the number of employees required to perform TfN's work, we will, prior to engaging in consultation, actively consider;
- restricting recruitment
 - adopting measures such as short-time working and/or lay-offs
 - employee redeployment to other teams/business areas
 - adopting a salary freeze for a specified period of time
 - the impact and effect of natural wastage
 - offering adjustments/reductions to hours of work and workload change
 - other methods by which desired business requirements (business efficiencies) could be achieved
 - whether there are available and feasible alternatives to avoid or minimise redundancies
 - Job-sharing, part-time employment and/or other flexible working arrangements.
- 3.2 If workforce reductions (i.e. redundancies) cannot be avoided, TfN will consider the feasibility of reducing the number of freelance contract workers and will also request volunteers for redundancy from employees. Whilst TfN will aim to keep the number of compulsory redundancies to a minimum, the overriding consideration will be the immediate and future needs of the business.
- 3.3 If the potential need for compulsory redundancies arises, the selection of roles identified as being at risk of redundancy will be the responsibility of the Chief Executive (Head of Paid Service) in consultation and with the assistance of the Head of HR.

4. Redundancy Stages

- 4.1 The redundancy process is structured into defined stages; each is designed to provide clarity and opportunity for consultation and support. The stages are as follows:

Stage 1 – At Risk

The employee is formally notified that their role is at risk of redundancy due to organisational change, restructuring, or other business reasons.

Stage 2 – Selected for Redundancy

Following consultation and application of selection criteria, the employee is provisionally selected for redundancy.

Stage 3 – Final Notice

The employee is issued formal notice of redundancy after all consultation and selection processes are complete.

5. Consultation Process – Individual & Collective Redundancies

5.1 Where TfN proposes to make large-scale redundancies of 20 or more employees within a period of 90 days or less (collective redundancies), it must consult on its proposal with representatives of the affected employees. The relevant legislation is section 188 of Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA).

Accordingly, where collective redundancies are proposed, TfN will carry out collective consultation over the following time periods:

- A minimum of 30 days' consultation, where it is proposed that 20-99 jobs are to be made redundant.
- A minimum of 45 days consultation where it is proposed that 100 or more jobs are to be made redundant.

In any circumstances where TfN is proposing that less than 20 jobs are to be made redundant, whilst no minimum period of consultation applies, it will ensure a minimum of 30 days' consultation. This will include consulting on any such proposals with representatives of the affected employees.

5.2 Proposed redundancies of 20 or more employees at one establishment in a 90-day period must be notified to the Insolvency Service on form HR1. A copy of the HR1 will also be provided to TfN's recognised Trade Union.

5.3 An Equality Impact Assessment will also be undertaken by TfN on each redundancy exercise to examine the implications of the proposals on affected staff and this will be shared with TfN's recognised Trade Union. Any potential adverse impact will be discussed with TfN's recognised Trade Union as part of the consultation process.

5.4 During the collective consultation process, sufficient information will be provided to employees and/or their representatives about TfN's proposals and there will be adequate opportunity for employees or their representatives to understand the relevant issues and to respond. Information provided will include:

- the reasons for the proposed redundancies
- the numbers and categories of employees who may be made redundant
- the proposed method of selecting employees for redundancy
- the proposed method of carrying out the redundancies
- the time period during which the dismissals may take effect.

5.5 TfN will also enter into individual consultation with each employee provisionally selected for redundancy. Each employee will have the right to be informed of the basis for their selection and be invited to put forward any representations, which TfN will fully consider before making a final decision on which roles/employees are to be made redundant.

5.6 The number of individual and collective meetings throughout the formal consultation process should be appropriate to the scale of change proposed to ensure that employees and their representatives are given sufficient

opportunities to consider the proposals, ask questions and suggest alternative options.

- 5.7 Throughout this process employees absent from work on long-term sickness, maternity, adoption, parental or neo-natal leave or other long-term leave or secondment will be consulted with in the same or broadly similar manner (taking account of their absence from the workplace at the relevant time) with appropriate arrangements or adjustments put in place to ensure that they are able to fully participate in the process. This may include inviting them to meetings, sending information to home addresses, meetings taking place via conference/video calls, visiting employees at home, or communicating through appropriate representatives.
- 5.8 If TfN does ask for volunteers for redundancy, invitations will be offered to all employees whose jobs are at risk of redundancy. The opportunity to volunteer for redundancy will be available for a defined period only. Employees who choose to apply for voluntary redundancy are not guaranteed to have their application accepted. TfN has absolute discretion to decide whether or not to accept an employee's application for voluntary redundancy.
- 5.9 Where an employee's application is provisionally accepted, they will be notified of this in writing. Employees who volunteer and are accepted for redundancy will be entitled to redundancy pay in accordance with the table under Section 10 'Redundancy Payments and Pension Benefits' of this policy.

6. Selection Criteria, Job Matching, Slotting & Recruitment

6.1 Selection Criteria

Where there is a need to reduce the number of employees undertaking the same role, TfN will prepare and build fair and measurable selection criteria which will be based on agreed role profiles, which will form part of the consultation process with the relevant trade union. Subsequent to this the employees have the opportunity to be consulted upon individually should they be placed at risk of redundancy.

The chosen selection criteria will be fairly and consistently applied and will be supported with objective evidence and/or data.

Relevant employees will be notified at the earliest possible opportunity of the reasons for the potential redundancy situation and of TfN's proposals. This is a part of the Level 1 - At Risk process.

6.2 Job Slotting/Ring-fenced Recruitment

TfN's usual preferred practice is to adopt a job slotting/matching selection process to determine the assimilation of employees to new/revised roles and/or to identify and establish selection pools under which new/revised roles will be ring-fenced to employees at risk of redundancy. This process will be undertaken on the following basis:

6.2.1 **Job Slotting/Ring-fenced Recruitment (greater than 70% job match):**

Where there is a 70% or greater match between an employee's current role and a proposed new role, TfN will apply a job slotting/ring-fenced recruitment process. All such roles are defined as suitable alternative posts, as outlined in paragraph 7 of this policy under the heading 'Suitable Alternative Employment & Trial Periods'.

This means:

- Employees may be directly matched to the new role without the need for competitive selection where the number of eligible employees is equal to or fewer than the available roles, those employees will be slotted into the roles.
- If there are more employees eligible for slotting than there are roles available, in such circumstances, a competitive selection process will apply and will be carried out in full accordance with TfN's Recruitment and Selection Policy.

If any roles remain unfilled after this stage, they will be opened to employees in the Preferred Pool (see below) who are currently at risk of redundancy.

6.2.2 **Preferred Pool Recruitment (50-70% job match):**

Where there is a 50% to 70% match between an employee's current role and a proposed new role, the employee will be considered as part of a Preferred Pool. This includes individuals who may not fully meet the criteria but have the potential to do so with reasonable training and support. All such roles are defined as alternative employment, as detailed in paragraph 8 under the heading 'Alternative Employment and Redeployment' of this Policy.

If Preferred Pool recruitment applies:

- All employees in the Preferred Pool will be invited to apply for roles and assessed in line with TfN's Recruitment & Selection Policy
- To be appointed, employees must demonstrate they either:
 - ❖ Already meet the essential criteria, or
 - ❖ Can meet the criteria within three months with appropriate support and development

If any of these roles remain unfilled after this stage, they will be opened to all employees who have been placed at risk of redundancy across the whole of TfN.

Note: If TfN believes it is necessary to deviate from the above selection criteria as set out under section 6.2 in any given case, it will consult with the

recognised trade union and inform the affected employees in relation to any other proposed selection criteria.

7. Suitable Alternative Employment & Trial Periods

7.1 As part of TfN's commitment to avoiding redundancy wherever possible, employees may be offered suitable alternative employment. Suitable alternative employment refers to a role offered to an employee who is at risk of redundancy, which is considered comparable to the employee's existing role in terms of:

- Job content
- Skills, knowledge and experience
- Hours of work
- Location
- Status and pay

If such a role is identified and accepted, the employee will enter a statutory trial period of four weeks in the new post:

- The offer will be made in writing and must be accepted before the trial begins
- If, at any time during the trial, the role is found to be unsuitable, the employee's original redundancy will proceed, and they will remain entitled to their statutory redundancy payment
- Where it is considered by TfN that re-training will be required for the employee and TfN to assess whether the alternative role is suitable, the trial period may be extended for up to three months; the terms of the offer of suitable alternative employment in this instance will include notification as to the date on which such retraining will finish, and this will be set out in writing prior to the trial period commencing.

7.2 If an employee unreasonably refuses an offer of suitable alternative employment, before, during, or after the trial period, they may forfeit their right to a statutory redundancy payment.

Note: Employees absent on maternity, adoption, shared parental leave or neonatal care leave will be provided with details of suitable alternative roles that arise and will be given first refusal of this alternative employment where there is a suitable available role identified, this right extends to employees who have returned to work following said leave and remain within a relevant extended protected period.

8. Alternative Employment & Redeployment

8.1 Whilst TfN will seek to identify suitable alternative employment up to the date of the redundancy dismissal it will also seek to ensure that any vacant posts which exist or arise within the organisation during the redundancy process will be ring fenced for priority applications by employees at risk or on notice of redundancy dismissal (as detailed at Prioritisation of At Risk Employees, below):

- Employees will be notified of any vacancy arising and shall be given the opportunity to apply for a vacant post should they choose to do so
- Applicants will be assessed against the essential criteria for the role
- TfN will appoint the most suitable candidate based on merit
- Where an applicant is disabled, TfN will consider whether reasonable adjustments can be made to the application process and/or to the requirements of the role, where it is reasonable to do so

As part of this redeployment process, consideration will also be given to applications for part-time or job share arrangements.

8.2 **Prioritisation of At-Risk Employees**

Where vacancies exist across non-affected areas of the business, applications will be considered in order of priority relevant to the stage of the redundancy process the 'at risk' employee has reached. Standard TfN recruitment to any such vacant posts will only commence where it has not been possible to recruit to the vacant post under this prioritisation process. The order of priority will be as follows:

First priority - the at-risk employee has reached Stage 3 of the redundancy process- Final Notice

Second priority - the at-risk employee has reached Stage 2 of the redundancy process – Selected for Redundancy

Third priority - the at-risk employee has reached Stage 1 of the redundancy process – placed at risk.

8.3 **Settlement Period**

Employees appointed to a vacant role in another part of the business which requires them to undertake a role that differs by more than 50% comparability to their redundant post, and which does not fit the criteria of suitable alternative employment, will enter into a Settlement Period of at least three months, in addition to any agreed training time. A joint review between the employee and the line manager will be held at the end of this period, or sooner, if either party is of the view that the role is not suitable:

- If successful in settlement period, the employee will be confirmed in post
- If, having received appropriate training, performance support and review during the Settlement Period the employee and/or the line manager is not of the opinion that the employee is suitable for the role and therefore the Settlement Period has been unsuccessful, the employee will return to the displaced list and face compulsory redundancy.

TfN will continue to look for alternative employment for redundant employees and inform them of any vacancies that arise until their termination dates.

9. Salary Protection

- 9.1 Where a TfN employee is redeployed to a lower-graded role, TfN provides salary protection on the following basis:
- In most cases salary will be frozen for a period of two years from the date the redeployment into the new lower graded post takes effect
 - If the salary reduction in the redeployed role is more than 10% of the employee's previous salary, the employee's salary will remain frozen for a period of three years from the date of the redeployment into the lower graded post
 - At the end of the protection periods referred to above, the employee's salary will be placed on the highest spinal point of the new lower graded role and the employee will be eligible for all general pay increases at that grade
 - in the event of the employee transferring to another post at any time during the pay protection period, the employee will lose any entitlement to pay protection and shall be placed on the appropriate pay grade of any subsequent role.

10. Redundancy Payments & Pension Benefits

- 10.1 It is TfN's policy to pay in excess of the statutory redundancy entitlement. Statutory payments are based on age and number of years' service to work out the total number of weeks' redundancy pay an employee is entitled to.

Whilst TfN will use the number of years' service and the employee's age at the date of calculation (as set-out in the ready reckoner for calculating statutory payments in terms of the number of weeks' pay), payments will be based on the employees' actual weekly pay (rather than the statutory maximum) and TfN will also apply the following multipliers when calculating redundancy payment entitlements:

	Compulsory Redundancy Multiplier	Voluntary Redundancy Multiplier
All employees who transferred to TfN from Transport for Greater Manchester on 1 July 2018	x2	X2
All other TfN employees including new starters from 1 July 2018 onwards	x1	X1.5

10.2 Pension Benefits (if aged over 55)

If you are age 55 or over and a member of the Local Government Pension Scheme (LGPS), your main LGPS benefits will be payable immediately without any early retirement reductions if TfN makes you redundant

(voluntary or compulsory) and you have met the two-year vesting period in the Scheme.

11. Notice Periods

The notice periods to be given by TfN to employees on standard contracts are as follows, or the statutory minimum if this is greater:

Salary Band	Notice Period
Up to and including Grade 2	One Month
From Grade 3 Lower up to and including Grade 4 Upper	Two Months
From Grade 5 Lower up to and including Grade 6 Upper	Three Months
Grade Leadership Level 1 and above	Six Months
Statutory minimum notice periods are as follows:	
Four weeks or more but less than two years continuous employment	One week
Two years or more but less than 12 years continuous employment	One week for each completed year
12 years or more continuous employment	Twelve weeks

12. Appeals Against Redundancy Dismissal

12.1 An employee whose selection for redundancy has been confirmed (i.e. served with a formal notice of dismissal on the grounds of redundancy) is entitled to appeal against this decision if they consider that the selection criteria has been unfairly applied in their case. Appeals are not normally permitted in the event that the employee disagrees with the decision made by TfN (in this respect this means the decision maker, otherwise referred to within the appeal process as the 'relevant lead officer') to make their post redundant pursuant to a redundancy process upon which the recognised Trade Union has been consulted.

12.1 Appeal Grounds

Appeal must be submitted in writing to the Head of HR within five working days of the relevant decision having been communicated to the employee.

The appeal grounds submitted should clearly set out the full details of their grounds of appeal and should provide or confirm the documents upon which the employee intends to rely. It is anticipated that all documents upon which the lead officer intends to rely will already have been provided by them to the employee during the earlier stages of the redundancy process.

12.2 **Appeal Process**

A senior manager (from another business area to that in which the original decision was made) will chair the appeal hearing and will decide upon the outcome.

Due to the size and administrative resources of TfN, this may entail the appointment of a manager of equal status to the lead officer, for example if a more senior manager is not available within a reasonable timeframe.

An HR & Skills Representative will also be present to advise the appeal hearing manager and to ensure a fair and consistent process. The HR & Skills Representative will inform the employee in writing that they have the right to be accompanied by a work colleague or a Trade Union (TU) representative.

The TU representative may also address the meeting, put forward the employee's grounds of appeal, sum up or respond on their behalf to any view expressed at the meeting. They may confer with the employee during the meeting but do not have the right to answer questions directly put to the employee on their behalf or address the meeting if the employee does not want them to do so. The representative must not prevent anyone, including the employee, from making their own contribution to the meeting.

It is the responsibility of the employee to share, with their representative, any documentation and correspondence they have received from TfN in relation to the appeal. Where the employee is known by TfN to have a disability which could make this requirement disadvantageous to them, TfN will provide duplicate copies to the representative as a reasonable adjustment to this process.

The appeal meeting itself will commence with the employee (and/or their representative) presenting their grounds of appeal.

The lead officer will present their response to the grounds of appeal.

The employee and the lead officer will also have the opportunity to call supporting witnesses to the appeal meeting.

The hearing manager will raise any questions they consider relevant to their decision making. The HR & Skills representative may, with the prior permission of the hearing manager, suggest further clarifying questions. The hearing manager will then ask the parties to summarise their supporting submissions, before adjourning the meeting.

Where appropriate, further investigation may be undertaken by the hearing manager to clarify or verify information presented at the appeal meeting. This may include speaking to relevant individuals or reviewing additional documentation. Any further investigation will be proportionate and focused solely on the grounds of appeal. The aim is to ensure a fair and informed decision is made based upon all relevant and available information.

12.3 Appeal Decision & Outcome

The hearing manager will consider their decision in private. Whilst the HR & Skills Representative will be on hand to provide assistance to the hearing manager as and when required, the decision and the grounds set out within the appeal outcome letter will be the responsibility of the hearing manager.

The outcome letter will be sent to the employee via email normally within ten working days of the appeal meeting, unless further investigation is required. If it is not possible to finalise matters within this period, the employee will be advised as appropriate and given an indication as to when the outcome can be expected.

The lead officer will also be advised as to the outcome of the appeal meeting.

The decision of the hearing manager will be final.

13. Re-employment & Re-engagement

13.1 Where an employee's employment has terminated on the grounds of redundancy (whether voluntary or compulsory), and it is proposed that the employee returns to work for TfN in a new role (re-engagement) or alternatively to the same role they previously occupied at the time of their redundancy (re-employment), where this return is proposed to take effect without there being a break in service of at least 4 weeks following their dismissal, the Redundancy Payments (Continuity of Employment in Local Government etc.) Modification) Order 1999 (as amended) operates so as to require the employee to repay in full, the redundancy payment received following the termination of their employment with TfN. Furthermore, where such an employee has elected to draw their occupational pension (applicable to those aged 55 or over under early retirement provisions), and resumes employment with TfN, within the above timescales, this may have an adverse impact upon their pension and may have tax implications.

13.2 Employees are further advised that the Modification Order similarly applies to employees who take up alternative employment with another public body which is governed by the Order. Employees are strongly advised to seek financial advice from their trade union or a qualified financial advisor prior to contemplating such alternative employment; TfN cannot provide financial advice on this matter.

13.3 In any event re-engagement or re-employment would only be permitted in exceptional circumstances and by prior agreement of the Chief Executive. Moreover, any such re-engagement or re-employment would be subject to a minimum break in service of one month.

14. Support for Employees

14.1 Employee Assistance Programme

It is recognised that workplace change can impact on the wellbeing of employees. Support will be offered via TfN's Employee Assistance Programme (0800 072 7072), which is a free, confidential helpline available to provide

24-hour support to all employees. Additional supportive measures will entail regular communication and dialogue between TfN and its staff and between the trade union and those affected by the process. Employees are encouraged to review the regular guidance, updates and support which will be available from TfN via the intranet and information and/or consultation process.

14.2 Outplacement Support

TfN is committed to supporting employees affected by redundancy through a comprehensive outplacement programme. All colleagues placed 'at risk' will receive a tailored Support Guide, which includes practical advice on topics such as applying for vacancies, CV writing, interview preparation, and retraining options.

In addition, employees will have access to a dedicated Outplacement Support page on the intranet, offering a range of self-led resources including videos, reading materials, and wellbeing tools focused on managing change, building confidence, and reducing stress.

Affected employees will also be offered a personal action planning session with a HR & Skills Representative to clarify available support and identify individual needs. Following this, a series of workshops will be made available covering key areas such as application writing, interview techniques, stress management, and presentation skills. These interventions are designed to equip employees with the tools and confidence needed to navigate their next steps successfully.

15. Other Relevant Policies

- 15.1 For further information on flexible or early retirement, please refer to Flexible and Early Retirement Policy and the Compensation and Local Government Pension Scheme (LGPS) Discretions Policy, available via the TfN intranet.
- 15.2 Other policies which have been referred to within this Security of Employment (Redundancy) Policy and which may be relevant to employees, advisors, managers and trade union representatives are as follows:
 - TfN Recruitment and Selection Policy
 - Redundancy Payments (Continuity of Employment in Local Government etc.) Modification) Order 1999 (as amended)



info@transportforthenorth.com

0161 244 0888

Transport for the North
Level 6, Town Hall Extension,
Lloyd Street
Manchester
M2 5DB