

## Security of Employment Policy

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### 1.0 Introduction

1.1 It is the policy of the University by careful and forward planning to ensure, as far as possible, security of employment for its employees.

1.2 The University recognises the value of retaining employee skills and experience in achieving its strategic plans and academic goals. It is committed to maintaining employment practices which promote and enhance the principles of security and diversity of employment. However, it is recognised that from time to time there may be changes in, for example, funding arrangements, student recruitment, revenue streams, organisational needs or technological developments which may affect staffing requirements.

1.3 The purpose of this policy is to be used as part of a framework within which decisions regarding reductions in staff levels may be made fairly and without discrimination of any kind.

1.4 It is the agreed aim of the University and the Trade Unions to maintain and enhance the efficiency of the University in order to safeguard the current and future employment of its employees and avoid, wherever possible, compulsory redundancies.

1.5 The University recognises that effective planning can help to determine future staffing needs and thereby improve job security for staff, which in turn can help avoid short-term reactions that are inconsistent with longer-term strategic aims.

1.6 The University will meet with the Trade Unions on an annual basis to present the People Strategy and Operational Priorities for the forthcoming 12 months as agreed under the Terms of Reference for the Trade Union Negotiating Group (TUNG).

1.7 This policy and any associated documents will be in accordance with ACAS guidance on redundancy handling and, where applicable, the provisions of *Statute XIII Part II and Ordinance XXIII of the University's Statutes and Ordinances*.

1.7 Line managers must consult with the appropriate member of the People and OD Directorate prior to the commencement of any exercise to change organisational structures. Depending, 2.1 upon the scope of the proposals, management will engage with the Trade Unions at an appropriate and early point prior to the commencement of any formal consultation.

## **2. Scope**

2.1 This policy applies to all formal restructures/proposed staffing reductions, reprofiling exercises or closures activity at any level across the University; however, the procedures set out within the Contracts of Employment Policy will continue to apply where fixed term contracts, or finite funded permanent contracts ("FFPC"s) are due to end, and this policy will not apply in those circumstances.

2.2 This policy should also be used in conjunction with the University's Statutes and Ordinances and a number of other associated policies and guidance documents which include the following;

- Introducing Change to Organisational Structures
- Redeployment Policy
- Pay Protection Policy
- Voluntary Severance Scheme and Statutory Redundancy Payments

2.3 It is not intended to replace any of these policies and procedures or to remove any current protections afforded to staff under Statutes and Ordinances (where applicable), their contracts of employment or under existing legislation and does not affect the rights of an individual to appeal against any redundancy or dismissal procedure.

## **3. Measures to maintain security of employment**

3.1 The University and the Trade Unions will actively engage with each other to consider alternatives with a view to reaching agreement to avoid the necessity to make any dismissals and reduce the number of employees to be dismissed.

3.2 In any event, both parties would seek to mitigate the consequences of the dismissals by taking measures wherever possible such as:

- scrutinising external recruitment
- vacancy management controls
- reducing or eliminating agency workers
- reducing or eliminating use of non-contractual overtime working
- investigating opportunities for income generation
- consideration of savings in non-staff budgets.

#### **4.Measures to Reduce Staffing Requirements**

4.1 Should reductions in staffing requirements become necessary every effort will be made to achieve the reductions through the application of measures which may include the following:

- natural wastage, i.e. employee retirements and resignations and by seeking to replace employees leaving the University with suitable employees who are designated “at risk”;
- redeployment of displaced employees to suitable positions including temporary posts (i.e. maternity cover/internal and external secondments) and in accordance with the redeployment process set out in the agreed Redeployment Policy; where redeployment is to a temporary position, the employee will remain “at risk” and any redundancy suspended during temporary redeployment;
- training and development of employees “at risk” to undertake alternative or different work;
- flexible working including considering volunteers for job-sharing, part-time posts, or reductions in working hours;
- early retirement;
- voluntary severance via the application of a standing and targeted scheme as approved by the Board of Governors;
- Vacancy Management Procedures where the University may consider suspending external recruitment for the affected categories of staff in identified areas as soon as it becomes clear that a staff reduction may be necessary;
- TUPE Transfers, where there may be the closure of a ‘Unit’ and then consideration may be given to the transferring of staff to other organisations under the TUPE ((Transfer of Undertakings) (Protection of Employment (Amendment)) Regulations 2006;
- considering volunteers for internal/external secondment.

## 5. Collective Consultation with the Trade Unions

5.1 In situations where staffing reductions are proposed and there is a possibility of staff being at risk of compulsory redundancy, the University acknowledges its obligations to consult and communicate effectively with the trade unions as set out in Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992.

5.2 In accordance with this, a Section 188 letter will be sent by the Director of People and OD to the campus trade unions 4 working days prior to the first consultation meeting.

5.3 The campus trade unions will keep the terms of the section 188 letter confidential until after this initial meeting has been held.

5.4 Effective communication and consultation requires a spirit of co-operation and not simply the supply of information. The University will work with the trade unions to get the balance right between making progress at a reasonable pace in order to minimise any uncertainty for staff and working through clearly specified timescales and processes. Processes will allow for staff and trade unions to comment on proposals in a way which informs the process and promotes opportunities to influence and improve the final outcome.

5.5 In particular, the University recognises the benefit of early and meaningful consultation with the trades unions. Reasonable time and opportunity will be given to trade union representatives to consider the information provided, to seek clarification or challenge assumptions and to put forward their views or proposals on behalf of the staff affected.

5.6 The University will conduct, and provide to the Trade Unions, equality impact assessments to consider whether proposals have a disproportionate effect on any particular group of staff due to:

- age
- disability
- gender reassignment
- marriage or civil partnership
- pregnancy and maternity
- race - (includes race, colour, nationality (including citizenship), ethnic or national origins)
- religion or belief including philosophical belief and a lack of belief
- sex
- sexual orientation

These will be prepared with regard to the University’s Equality Duty and the provisions of the Equality Act 2010.

**Review**

This policy and its application will be reviewed in consultation with the campus trade unions at TUNG every two years.

<b>Document control box</b>	
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Related policies/procedures/guidance etc	Redeployment Policy Pay Protection Policy Changes to Organisational Structures Policy and Procedure on Contracts of Employment
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