



“Creating sustainability by imbuing independence and strength into community organisations; supporting effective and efficient services.”

Recruitment & Redundancy Policy 2026

1. Introduction

Equality, Diversity and Inclusion are an important ethos to Impactful Governance and this extends to our fair recruitment process.

Where an opportunity for a new vacancy arises, the post will initially be published internally for a period of two weeks.

If there are low application numbers or the calibre of applicant is insufficient to meet the Person Specification, the post/s will be advertised externally in the most appropriate place to attract the very best candidates. It is however recognised that some of the best possible candidates may not seek employment through the usual routes and so advertising is supplemented with an addition of sectors of the community that may be more likely to apply, if these are placed elsewhere. As a result, we have identified the following routine locations for recruitment:

1. Jobcentre Plus, Access to Work
2. Job Bulletin boards i.e. Indeed, Reed, etc.
3. Guardian Recruitment or TES
4. Agencies: Charisma or T.P.P.
5. LGBT+: MyGwork, GPN or Pink News
6. Disability: Disability jobsite or Disability job
7. Linked-in, Facebook, Twitter & other social media.

It is the aim of Impactful Governance to maintain the financial stability of the organisation in order to safeguard the employment of its staff. However, the organisation's funding is not guaranteed. It is also recognised that there may be changes in service or organisational requirements which may affect staffing needs. This would include the transfer of staff from another organisation in line with TUPE requirements. In such circumstances Impactful Governance will try to minimise the effect of redundancies through the provisions made in this policy.

Note that in the event of staff transferring out under TUPE regulations, any potential redundancies would be the responsibility of the new organisation and there would be no entitlement to redundancy from Impactful Governance.

Fix Term contracts are not liable or entitled to Redundancy procedures.

Key Person Insurance

It is recognised that some positions within the organisation could have a major detrimental effect on our ability to operate if we are unable to have someone in post due to a critical illness or death in service. We have therefore made the decision at a Director meeting that insuring against this potential disruption is in everyone's interest.

Critical roles to protect:

1. Chief Executive Officer
2. Finance Director
3. Non-Executive Director

As a short-term measure, it may be necessary for one or all Directors to step into a critical role whilst a replacement is being recruited.

2. Principles

2.1 Impactful Governance is committed to ensuring that this policy does not discriminate directly or indirectly on the grounds of disability, race, gender, age, sexual orientation or religion.

2.2 Part-time posts and fixed-term contracts will not be selected for redundancy on different criteria to those applied to full-time posts, and so the same procedures apply to them.

3.3 This policy will be reviewed regularly to ensure that it reflects changing organisational needs.

Ex Offenders (28th October 2023 Reforms)

Custodial sentences of four years or more years for less serious crimes become 'spent' after a seven-year period of rehabilitation, as long as no further offence is committed. Offenders who have committed serious sexual, violent, or terrorist offences are excluded from these changes to ensure this does not result in an increased risk to the public. Stricter disclosure rules will continue to apply to jobs that involve working with vulnerable people, through standard and enhanced DBS checks.

Sentence	Adults	Under 18s
(Adult) Community Order/Youth Rehabilitation Order	The last day on which the order has effect	The last day on which the order has effect
Custody of 1 year or less	1 year	6 months
Custody of more than 1 year and up to 4 years	4 years	2 years
Custody of more than 4 years*	7 years	3.5 years

*excluding serious sexual, violent, or terrorist offences, that continue to never be spent

3. Redundancy Process

3.1 Preventative Measures

Where the need for redundancies has been identified, and in order to avoid these, consideration will be given to:

- i) the suspension of advertising and recruitment
- ii) the likely effects of natural wastage
- iii) job sharing, part-time employment and/or other flexible arrangements

3.2 Compulsory Redundancy

3.2.1 Selection Criteria

Part-time staff, as well as full-time staff, will be eligible for redundancy.

When selecting staff for redundancy, the following criteria will be considered:

- loss of funding for the post
- a change in organisational requirements
- attendance and disciplinary records
- relevant experience, qualifications and capability

No employee will be selected for redundancy for any of the following reasons:

- union-related
- health and safety related
- whistleblowing
- maternity-related, e.g. pregnancy, parental or dependants leave
- on grounds of race, gender, age, sexual orientation, religion or (without sufficient justification on operational grounds) disability.

3.2.2 Suitable Alternative Employment

3.2.2.1 Employees under notice of redundancy will be informed of all vacancies within Impactful Governance during the period of their notice.

3.2.2.2 The Chief Executive will make the final decision on whether any employee declared redundant should be assimilated (see below) into a vacant post, or offered a redeployment interview for it.

3.2.2.3 An Employee may lose their right to statutory redundancy pay if they unreasonably turn down suitable alternative employment.

Whether a job is suitable depends on:

- how similar the work is to the employee's current job
- the terms of the job being offered
- the employee's skills, abilities and circumstances in relation to the job
- the pay, status, hours and location

Assimilation

- 3.2.2.4 Assimilation will occur when a vacancy is very similar to a job to be made redundant. The organisation will determine this by comparing the two job descriptions and person specifications.
- 3.2.2.5 Where only one employee has met the criteria for assimilation for a vacant post, that employee will be slotted into that post.
- 3.2.2.6 Where more than one employee is eligible for assimilation to a particular post, then the employees will each be invited to an interview. In such cases this is no longer an assimilation but a redeployment and interviews take place as stated in 3.2.2.7. Employees may have a union representative or a work colleague of their choice present at the interview for support.

Redeployment

- 3.2.2.7 Where the vacancy is not so similar as to justify assimilation, but there is a good match, the employee will be invited to a redeployment interview. Again, the employee may have a union representative or work colleague present for support.
- 3.2.2.8 The purpose of the interview is to
- i) establish whether, with a reasonable amount of training if necessary, the employee is able to undertake satisfactorily the tasks detailed in the job description for the alternative post. This will be done by:
 - considering the employee's complete work experience to date
 - the skills s/he has acquired over time, and
 - whether these constitute enough of the essential requirements for the vacant post.
 - ii) establish whether the employee considers the post to be a suitable alternative and is willing to accept it.
- 3.2.2.9 Where two members of staff are equally successful in applying for the same post, the post can be offered to both as a job-share if an additional alternative post cannot be found.
- 3.2.2.10 Where an employee under notice of redundancy is to be redeployed, Impactful Governance will, as far as is reasonably practicable, provide retraining having regard to the cost and the requirement for the employee to carry out the duties of the redundant post during the notice period.

General Recruitment

- 3.2.2.11 Where a vacancy is not so similar as to justify assimilation or redeployment, Impactful Governance at their discretion will be entitled to invite staff to apply for any suitable alternative post. The employee will be shortlisted and interviewed prior to other applicants for the post.

- 3.2.2.12 A member of staff who is successful in being assimilated to, redeployed or in applying for an alternative post will have her/his redundancy notice withdrawn, subject to 3.2.3 below.

3.2.3. Trial period

- 3.2.3.1 Redundancy rights will not be lost if the staff member or Impactful Governance decides after a trial period of up to 4 calendar weeks from the date at which the new job was taken up that the new job or the staff member's performance in that post is not suitable.
- 3.2.3.2 In such case either party may terminate or give notice and on termination the staff member will be treated as though s/he has been made redundant on the date the old job ended.
- 3.2.3.3 The trial period will be extended for up to 3 months for the purpose of training for the new post, provided that the trial period and terms and conditions of appointment applying after training are agreed in writing prior to the commencement of the new job.

3.3 Appeals

- 3.3.1 Staff to be made redundant are entitled to appeal:
- (i) against the redundancy decision
 - (ii) if they feel that the selection criteria have been unfairly applied in their case
 - (iii) if they feel that the process has been unfair.
- 3.3.2 Staff who have not been offered suitable alternative employment following the interview process are also entitled to appeal against this decision.
- 3.3.3 Staff wishing to appeal are entitled to be accompanied at the appeal hearing by a trade union representative or a work colleague of their choice.
- 3.3.4 Appeals must be submitted within ten working days of receiving Impactful Governance's decision.
- 3.3.5 Impactful Governance will set up an Appeal Panel made up of the Board's Chair and two other Board members, none of whom should have been previously involved with the specific case to be heard. The Panel's decision will be based either on unanimous agreement or majority vote.
- 3.3.6 The Panel will be called within ten working days of the appeal being submitted. The decision of the Panel is final and will be communicated to the employee within five working days of the Appeal Hearing.

3.4 Employee's Entitlements

- 3.4.1 Staff members to be made redundant will be informed as soon as possible, in a private meeting with their Line Manager, of their potential

redundancy and will be entitled to two months' notice before it takes effect. Employees with more than four years continuous service will be given an additional one week's notice for each complete year of continuous service from their fifth year up to a maximum of twelve weeks.

If no alternatives exist, the redundancy will be confirmed by the Line Manager. At this meeting the staff member is entitled to have a trade union representative or work colleague present. The staff member will be sent a letter confirming the decision.

3.4.2 Staff affected are encouraged, during the consultation process, to present their own ideas for possible alternative employment with the organisation.

3.4.3 Staff to be made redundant are entitled to an appeal as set out above.

3.4.4 Staff with two or more years' continuous employment with Impactful Governance at the date their notice of redundancy becomes effective will receive statutory redundancy payments calculated as follows:

- (i) for employees aged between 18 and 21, ½ a week's pay for each complete year worked
- (ii) for employees aged 22-40, 1 week's pay for each complete year worked
- (iii) for employees aged 41+, 1.5 week's pay for each complete year worked

Length of service is currently capped at 20 years and weekly pay and the maximum amount of statutory redundancy pay is paid in accordance with current HMRC Guidance, using online HMRC redundancy calculator tools.

Staff will receive a written statement showing how their payment has been calculated.

Redundancy pay is not subject to tax and national insurance deductions in line with HMRC thresholds.

For calculating (i) and (ii) above, a week's pay is based on the maximum statutory weekly rate of pay in force at the time or the employee's normal rate of pay, whichever is lower.

3.4.5 Staff with less than two years' continuous employment with Impactful Governance at the date their redundancy notice becomes effective are not eligible for redundancy payment as detailed above.

3.4.6 Payment in respect of outstanding accrued holiday entitlement will be made if it is not practical for it to be taken during the notice period. Holiday time taken up to the annual allowance but not earned will not be deducted.

3.4.7 During their notice period staff are entitled to a maximum of 5 working days without loss of pay to attend interviews/training.

- 3.4.8 During the period of notice, and by mutual agreement, the employee may be allowed to leave the organisation without loss of entitlement. Impactful Governance will consider in each case whether the request is made on reasonable grounds. An offer to commence work with a new employer during the notice period, where failure to commence will result in the offer being withdrawn, will constitute reasonable grounds.
- 3.4.9 An employee who has been redeployed within Impactful Governance will be entitled to return to the post from which s/he was made redundant should that post be refunded in the future. If s/he decides to stay in the new post, the organisation must seek to fill the vacancy within the organisation before advertising externally.

The Directors will aim to develop a contingency plan to deal with either the closure of the organisation or some other event that would lead to multiple redundancies, which would include making 20 or more staff redundant.

Implementation Plan

This policy and the consequential procedures have been adopted by:
"Impactful Governance - Community Interest Company" (the organisation) by its Directors.

Signed as read and understood.....

PRINT NAME IN CAPITALS.

(a signed copy is held in individual's personnel files)

Date of last review	Jan 2026
Date of next review	Feb 2027
Date it was first implemented	October 2017
Author(s)	Chief Executive
Audience	Directors & Staff.
Other relevant policies and/or procedures	Equality, Diversity & Inclusion Policy. Whistle Blowing policy Disciplinary & Grievance policy.
Where it is saved	www.ig-cic.org.uk

Please sign and rerun a copy of this policy by email or post to:

Impactful Governance - Community Interest Company. Attn: Andrew Waite (Chief Executive)
Registered Office: The Old Free School, George Street, Watford, Hertfordshire WD18 0BX

Telephone: 01923 231660 website <https://www.ig-cic.org.uk>