

HR Employment Policy & Procedures

Redundancy Procedures & Guidance

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CS Committee)*

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	This Procedure complies with the Employment Rights Act 1996, Equality Act 2010 and ACAS guidance.		

	<p>This procedure is supported by a range of Council Policies:</p> <ul style="list-style-type: none">• Organisational Change Procedure• SWITCH (Redeployment) Policy• Supporting Employee Wellbeing Policy• Recruitment and Selection Policy
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CONTENTS

SECTION	TITLE	PAGE
	Redundancy Procedures & Guidance	
1	Introduction	5
2	Statutory Notification Requirements	6
3	Consultation	6
4	Selection for Redundancy	8
5	Redundancy Selection Appeals Process	10
6	Notice	10
7	Redundancy Payments	11
8	Calculation of Payments	11
9	Offers of Alternative Employment	12
	Appendices	
1	Redundancy Selection Matrix	13
2	Statutory Redundancy Ready Reckoner	14
3	Enhanced Redundancy Ready Reckoner	16
4	Support available for employees	18
5	Support available for managers	19

Redundancy Procedures & Guidance

1. Introduction

- 1.1 In order to deliver effective and efficient services to the residents of West Dunbartonshire, the Council must ensure that resources are deployed appropriately to achieve the strategic priorities as set out in the [West Dunbartonshire Strategic Plan](#) and the [Local Outcome Improvement Plan](#) within the financial envelope available.
- 1.2 It is within this context it is recognised that in order to achieve this, services may require to be reviewed resulting in proposed changes to workforce requirements. This procedure outlines the approach to be adopted in cases of potential redundancy and will be applied with due regard to legislative provisions. It should be read in conjunction with the [Organisational Change Procedure](#) and the [SWITCH \(Redeployment\) Policy](#).
- 1.3 Section 139 of the Employment Rights Act 1996 defines the situations in which redundancy arises. There are in essence four different situations in which it can do so. These are as follows:
 - **Job redundancy:** this occurs where the employer ceases to trade or intends to cease trading in the business or that part of it in which the employee works.
 - **Place of work redundancy:** this occurs when the employer has ceased or intends to cease trading in the business where the employee works.
 - **Employee Redundancy:** this occurs when the employer's requirements for employees to carry out "work of a particular kind" or for employees to carry out work of a particular kind at the employee's workplace have ceased or diminished or are expected to cease or diminish.
 - **Bumped redundancy:** this occurs where an employee whose job is redundant, but who can do another employee's job, is reallocated that employee's job with the result that the person whose job remains is "bumped" out of a job by the person whose job became redundant.
- 1.4 As an overarching principle, the Council is committed to retaining employees and will seek to minimise redundancies wherever possible. Where redundancies are proposed, careful consideration will be given to all options of avoiding compulsory redundancy or reducing the number of employees impacted by the proposal including:
 - Turnover.
 - Re-training and/or redeployment in line with SWITCH (Redeployment) Policy.
 - Voluntary early retirement (redundancy/efficiency)/voluntary severance, where applicable.
 - Considering the introduction of short-term working, i.e., reduced hours where practicable.
 - Introducing or extending the use of flexible working, reducing hours to fit budget or workload.
 - Reducing/removing non-contractual overtime, where appropriate.
 - Reduced use of temporary, agency workers, sessional/casual, and/or
 - Achieving savings through other means.
- 1.5 Where possible Managers must involve Trades Unions and employees as soon possible where any redundancies have been proposed, allowing for consideration of concerns, views and ideas at an early stage in the process.

2. Statutory Notification Requirements

- 2.1 There is a statutory requirement for the Government to assist employees facing redundancy. In order to do this, advance notification of potential redundancies is required.
- 2.2 The notification criteria are set out in s.193 of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULR(C)A)).
- 2.3 Failure to comply with the statutory notification requirements below, without good cause, may result in prosecution and a fine, on summary conviction for the organisation and/or officer of the organisation.
- 2.4 The Council is required to notify the Insolvency Service's Redundancy Payment Service (RPS) of a proposal to dismiss 20 or more employees as redundant at one establishment within a period of 90 days or less in certain circumstances:
 - between 20 and 99 redundancies before giving notice to terminate any of the relevant employees' contracts and at least 30 days before the first of the dismissals takes place.
 - 100 or more redundancies before giving notice to terminate any of the relevant employees' contracts and at least 45 days before the first of the dismissals takes place.
- 2.5 Advance notification is made using form HR1 and this can be accessed on the government website. The form HR1 is submitted prior to the commencement of the statutory consultation period (see section 3 below) by the Chief Officer People & Technology (or suitable senior officer, as delegated) and with advice from the People & Change Partner.
- 2.6 The Council routinely provides copies of this notification to the recognised trade unions that it is under a duty to consult.

3. Consultation

- 3.1 Consultation must always be undertaken prior to making redundancies. In all cases there should be consultation with individual employees, and in certain circumstances, collective consultation with the Trade Unions as employee representatives is required by statute, in addition to individual consultation.

Collective Consultation

- 3.2 As part of West Dunbartonshire Council's employee relations framework, collective consultation/bargaining is in place with Trade Unions through established forums including Convenor meetings and service specific Joint Consultative Committees (JCC). Collective consultation on any proposed redundancies should ideally be within these forums, led by the relevant Chief Officer/Service Manager, supported by Strategic HR.
- 3.3 Where proposed redundancies are not covered by the statutory notice and consultation provisions, it is still be considered good practice to discuss job losses with the Trade Unions, and to give as much warning as possible to employees and Trade Unions of an impending redundancy situation. The relevant manager will make sure that all employees, including those who may be absent from work due to, e.g.,

maternity, adoption, parental or sick leave, or career break are consulted and kept informed.

- 3.4 Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires consultation with recognised trade unions if 20 or more employees are to be dismissed at one establishment within 90 days for “a reason not related to the individual concerned or for a number of reasons all of which are not so related” (s.195 TULR(C)A). While the duty to consult set out in s.188 covers mass redundancies, it also covers situations in which 20 or more employees are dismissed and offered new contracts because of a restructuring or a change in the terms and conditions.
- 3.5 Voluntary redundancies are included when calculating if 20 or more employees will be dismissed.
- 3.6 Employees working under a fixed-term contract are protected by the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 (“the Regulations”), which require that such employees are treated no less favourably than comparable permanent employees. The non-renewal of a fixed term contract is treated as a dismissal in the same way as the termination of a permanent contract unless the employer can objectively justify the difference in treatment is fair, i.e., the reason for dismissal is for some other substantial reason. This includes in circumstances where a short-term cover arrangement ceases, e.g., maternity or sickness absence cover.
- 3.7 Consultation need not be undertaken when the possibility of redundancies is initially being considered but must take place once a specific proposal is made. In order to be meaningful, it must take place before a final decision is taken. Any formal decisions regarding redundancy proposals will therefore be made subject to consultation.
- 3.8 The purpose of the consultation is to discuss ways of:
 - Avoiding the dismissals
 - Reducing the number of employees to be dismissed
 - Mitigating the consequences of the redundancies
- 3.9 Where the need to reduce employee levels has been identified, a detailed communication in the form of a consultation pack will be prepared to explain:
 - The reason for the reduction in employees;
 - The number, type and location of employees affected, (e.g. job roles), and how they will be selected;
 - The timescales for the reduction in employees;
 - The arrangements for making the redundancies and selection methods to be used;
 - The arrangements for calculating redundancy pay; and
 - Options and alternative employment opportunities available to avoid compulsory redundancies.
 - Agency workers: the number of agency workers, where they are working and the type of work they are doing.
- 3.10 The relevant Trade Union(s), covering all categories of employees who may be affected, will be presented with the consultation pack at the start of the consultation process.
- 3.11 Although all the information listed above must be given in writing to the relevant Trade Union, it need not all be given at once. However, the Trade Union must have

adequate time in which to make detailed representations, in writing. The Chief Officer/Manager will consider and respond to all representations made by the Trade Union, giving reasons if rejecting them.

- 3.12 While the consultation should be undertaken with a view to reaching agreement, and the Chief Officer/Manager must consider matters raised by the Trade Union, the final decision rests with the Chief Officer/Manager.
- 3.13 The Council will, as far as reasonably practicable, ask for volunteers for VER/VS, with an enhanced payment in line with Council arrangements and discretions, applicable at that time. Where necessary, a settlement agreement may be part of any such arrangement. Strategic HR will retain records of all selection or rejection justification via the Cost Benefit Analysis (CBA) process. Where there are insufficient volunteers, it may be necessary to select employees for compulsory redundancy.

Individual Consultation

- 3.14 In advance of the individual consultation process and in order to ensure that all affected employees as far as possible receive the information on the proposal at the same time, a group communication meeting will be held. This will outline the reasons for the proposal and details of the proposal and will provide the opportunity for affected employees to ask any questions. This will be chaired by the Chief Officer/Manager and supported by Strategic HR, as required. The consultation pack will also be shared with employees in advance of the communication meeting.
- 3.15 Following the group communication meeting, affected employees will receive notification in writing that they are at risk of redundancy. To maximise any redeployment opportunities, those employees at risk of redundancy will be contacted by an HR Advisor to support them in accordance with the SWITCH (Redeployment) Policy with a view to completing their skills profile without delay.
- 3.16 Affected employees will have at least one individual consultation meeting and will have the opportunity provide feedback on the proposal and any suggestions. The Manager will consider all feedback and at the end of the consultation period, will provide an update.

4. Selection for Redundancy

- 4.1 If, following the consultation period, there is still a requirement for redundancies, redundancy selection criteria will be used. It is essential that a fair and consistent approach is taken. The selection process is be based on retaining the key skills/competence, experience, and knowledge required for the Council's current and future needs.
- 4.2 The redundancy selection matrix is detailed in Appendix 1 and this will be used in the event of redundancy situations when selecting employees for redundancy (ref: [Making staff redundant: Compulsory redundancy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/making-staff-redundant-compulsory-redundancy)). This matrix is based on the following:
- Standard of performance (as evidenced by formal performance measures)
 - Skills, competencies and experience
 - Disciplinary record – 'live' issues only
 - Attendance record
 - Length of Service (in the event of a score tie)
- 4.3 Employees within the targeted service areas (also known as the "selection pool") will be individually scored against the agreed criteria by the manager and supported by

Strategic HR where appropriate. The reference period to be used is the duration of the employee's employment.

- 4.4 Each criterion has been weighted by a factor of 1, 2 or 3 to reflect their relative importance to the Council. The weightings are as follows: -
- Standard of performance – multiplied by 3
 - Skills, competencies and experience - multiplied by 3
 - Disciplinary record - multiplied by 2
 - Attendance record - multiplied by 2 (N.B. this would exclude consideration of absences arising as a direct result of pregnancy or disability)
 - Length of Service – multiplied by 1 and to be used in situations where there is a tie breaker.
- 4.5 Once each area has been scored, a total will be calculated for each employee. Provisional redundancy selection will be based on those with the lowest scores. In practical terms this means that in a section where it is necessary to reduce the number of employees from 20 to 15, the selection matrix would be completed for all 20 employees, with the 5 employees scoring lowest being provisionally selected for redundancy.
- 4.6 The Manager will ensure that they are able to evidence each scoring assessment made and this be available to individuals and their trade unions representatives upon request to demonstrate objectivity of the assessment process. The scores of others will not be shared beyond the individual and must be treated in strictest confidence.
- 4.7 The Council reserves the right to retain employees with particular skills and competencies required to deliver services. This will be done in line with all pertinent equalities legislation and the relevant Council policies.
- 4.8 In the case of employees with disabilities, reasonable adjustments may need to be made to the redundancy process and method of selection. The Manager, with support from Strategic HR if appropriate, will consider the following:
- providing documents in alternative formats e.g., braille or large text
 - advising employees that if they wish to apply for alternative roles, reasonable adjustments will be considered for those roles or the application process
 - disability-related absences will be disregarded if assessing sickness absence
 - scoring adjustments e.g., discounting a particular criterion or giving the employee an average score based on other employees' score for that criterion.
- 4.9 What amounts to a reasonable adjustment will depend on the nature of the disability. However, if the adjustment would leave the Council with insufficient skills or resource, it is likely not a reasonable adjustment.
- 4.10 Within the selection process, the manager will give due consideration to employees who are pregnant or on maternity, adoption or shared parental leave. While they should not be artificially excluded from redundancy pools, employers should adjust the selection process to prevent an employee who is pregnant or on maternity, adoption or shared parental leave from being put at a disadvantage - but that 'special treatment' must be proportionate.
- 4.11 Employees who are provisionally selected for redundancy will be given information on their assessment and the opportunity to discuss this with their manager and a representative from Strategic HR, if appropriate, before the final decision is made.

- 4.12 Assessment of the selection pool can take place during the consultation phase but notice of redundancy will not be issued until the consultation phase has concluded.

5. Redundancy Selection Appeals Process

- 5.1 Following conclusion of the Redundancy Selection process, each affected employee will be advised in writing of the decision in their case, including where they have been selected for redundancy, written notice of their dismissal on the grounds of redundancy as detailed in Section 6 Notice below, and advised of their right to appeal.
- 5.2 Employees have only one right to appeal, which takes place at the above stage and where it is felt that the redundancy selection criteria have been unfairly applied in their case.
- 5.3 The appeal arrangements replicate those used for other appeals against dismissal and will be considered by the Appeals Committee.
- 5.4 Employees have the right to be accompanied by a trade union representative or work colleague at all stages of the appeal process.

6. Notice

- 6.1 Those selected for redundancy will be given notice of termination in accordance with their contractual entitlements and the Employment Rights Act 1996. Employees are expected to work their full period of notice. Pay in lieu of notice will only be paid where there is good reason for the employee not working the notice period.
- 6.2 Employees may ask to leave early, for example, to start work for another organisation. An employee wishing to leave early must secure the Council's agreement to avoid jeopardising their right to a redundancy payment and will waive the relevant part of their notice period and pay. See section 7 Redundancy Payments.
- 6.3 Redundancy notices will not be issued until collective and individual consultation has been completed. This notice may be given before the end of the minimum period, if the consultation is genuinely complete.
- 6.4 The dismissal itself will not take effect until the minimum period has expired and individual notice periods have been observed. The date the dismissals take effect, therefore, may also depend on the period of notice applicable.
- 6.5 The Council will give at least the minimum statutory notice period. This is
- One week's notice if the employee has been employed continuously for one month or more, but for less than two years; or
 - One week's notice for each year employed if the employee has been employed by the employer continuously for two years or more, up to a maximum of 12 weeks. For example, if an employee has worked for five years, then they are entitled to five weeks' notice.
- 6.6 This is the minimum period of notice. Longer periods of notice may be afforded in the individual employment contract. The notice applicable is whichever is the longer period.

- 6.7 The first dismissal will not take effect until the minimum period has expired. The date on which a dismissal takes effect is the date on which the notice expires, not the date on which it is given.
- 6.8 During the employees notice period, the employee will remain on SWITCH and the Council will continue to support the employee and explore suitable alternative roles options for redeployment.

7. Redundancy Payments

- 7.1 Employees who have been issued notice of dismissal for the reason of redundancy are entitled to a statutory redundancy payment. This is only payable if an employee has at least two years' continuous service. The amount of the statutory payment will be based on the employee's age and years of service, up to a maximum of 20 years of service and is capped at the statutory limit. For each full year of service, an employee will receive statutory payments of:
- Under age 22: One half a week's pay;
 - Age 22-40: One week's pay;
 - Over 41: One and one half week's pay
- 7.2 The maximum payment is equal to 30 weeks' pay (see Appendix 2); based on current legislation, weekly pay is capped and reviewed annually. The current rate can be found [here](#).
- 7.3 A week's pay is that which the employee is entitled to under the terms of their contract at the 'calculation date' or the statutory weekly cap. The 'calculation date' is the date on which the employer gives the employee the minimum notice to which he or she is legally entitled. If the pay varies (e.g., through piece-work), the amount of the week's pay is averaged over the 12 weeks prior to the 'calculation date'.
- 7.4 The manager will provide the employee with a written statement of how the redundancy payment is calculated along with their calculation in their notice letter.

Discretionary Payments

- 7.5 Under The Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998, the Council has the discretion to enhance redundancy/severance packages (within specified limits).
- 7.6 West Dunbartonshire Council may offer enhanced redundancy packages in the circumstances of voluntary severance or voluntary early retirement.
- 7.7 The discretionary payments offered by West Dunbartonshire Council can be found [here](#).

8. Calculation of Payments

- 8.1 Where an employee's redundancy payment is in accordance with the table in appendix 2, 'pay' is the weekly gross pay at the date of redundancy. To arrive at a weekly amount, the contracted weekly hours are multiplied by the specified hourly rate.
- 8.2 In order to quantify the amount of money payable to the employee, reference should be made to the employee's normal working hours. The Employment Rights Act 1996 ss.221-229 provides a formula for determining how a week's pay is to be calculated. in respect of varying circumstances – where remuneration does not vary s. 221(2).

Compensation payment

- 8.3 Where an employee's compensation payment is in accordance with Regulation 35 of The Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998 (as amended), 'pay' is calculated in accordance with the provisions stated above.
- 8.4 'Pay' for the purpose of the above calculations is defined as: basic pay and contractual elements, e.g. contractual overtime (non-contractual elements of pay such as casual overtime, do not count).

9. Offer of Alternative Employment

- 9.1 If an employee is redundant, the Council will, where it is possible, make an offer of suitable alternative employment through either renewal of the existing contract or re-engagement. The Employment Rights Act 1996 (s.138 ERA 1996) states that alternative work would be appropriate if the provisions of the new contract as to the capacity and place in which the employee would be employed and the other terms and conditions of employment would not differ from the previous contract. If the employee accepts the alternative employment, they are deemed not to have been dismissed on the termination of the original employment for the purposes of determining and redundancy payment liability on the part of the employer.
- 9.2 If an offer of re-engagement involves differences (wholly or in part) in the terms and conditions of employment from the corresponding provisions of the previous contract but it constitutes an offer of suitable employment in relation to the employee, they are not entitled to a redundancy payment if they unreasonably refuse the offer (s. 141 ERA 1996). Whether or not a job is suitable would depend on such issues as pay, grade, job content, hours, status, place of work etc.
- 9.3 Offers of alternative employment are subject to a statutory four-week trial period if any term of the new contract differs from the corresponding term in the old contract. Trial periods can be extended by agreement for the purposes of retraining only.
- 9.4 The test to determine if the offer of alternative employment is suitable is an objective test, but the test of whether any rejection of the offer of alternative employment by the employee was reasonable is a subjective one, and the circumstances of the particular employee must be considered.
- 9.5 To preserve continuity, the offer of the new job must be made before the redundancy takes effect and start no later than four weeks after the first job ended. Where the termination takes effect on a Friday, Saturday or Sunday, the contract is treated as terminating on the following Monday (s.146 ERA 1996).
- 9.6 The Council's SWITCH Policy will apply in the circumstances outlined above.

Appendix 1: Redundancy Selection Matrix

SELECTION SCORING MATRIX	
CRITERIA	SCORE
Work Performance	
Overall performance is outstanding, and quality of work consistently exceeds the expected standards	5
Overall performance and quality of work exceeds the expected standards	4
Overall performance and quality of work meets all the expected standards	3
Overall performance and quality of work meets most of the expected standards	2
Overall performance and quality of work fails to meet the expected standards	1
Skills, competence and experience	
Displays full competence in current role, is multi-skilled, capable of providing support to others	5
Displays full competence in current role	4
Displays competence in most aspects of the role but requires some supervision	3
Displays some of the competencies required in the current role, requires regular supervision and support	2
Has insufficient skills in the current role and cannot operate without close supervision	1
Disciplinary Record – live issues	
No disciplinary record	5
Informal disciplinary discussion recorded	4
Written warning	3
Written warning/demotion/suspension without pay	2
Final written warning	1
Attendance history*	
Excellent attendance, no instance of absence	5
Above average attendance, some examples of absence/poor timekeeping but less than the selection pool average	4
Attendance/timekeeping equivalent to the selection pool average	3
Below average or poor attendance/poor timekeeping	2
Unacceptable levels of attendance/poor timekeeping	1
Note: each of the criterion are weighted therefore to calculate the total score for each employee, apply the following multipliers: -	
Work performance score x 3	Disciplinary record score x 2
Skills/competencies score x 3	Attendance history score x 2
Length of service x1 (only to be used in score tie scenario)	
*(N.B. this would exclude consideration of absences arising as a direct result of pregnancy or disability)	

****ALL CASES WILL BE SUBJECT TO THE COST BENEFIT ANALYSIS (CBA) PROCESS AND MUST BE COMPLIANT WITH PAYBACK TERMS**

Appendix 2: Statutory Redundancy Ready Reckoner

To calculate a redundancy payment, cross reference the employee's age and years of service to obtain the number of weeks' pay, then multiply by the amount of a week's pay.

Age	Continuous Years Service																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
17	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
18	1	1.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
19	1	1.5	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
20	1	1.5	2	2.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
21	1	1.5	2	2.5	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
22	1	1.5	2	2.5	3	3.5	-	-	-	-	-	-	-	-	-	-	-	-	-	
23	1.5	2	2.5	3	3.5	4	4.5	-	-	-	-	-	-	-	-	-	-	-	-	
24	2	2.5	3	3.5	4	4.5	5	5.5	-	-	-	-	-	-	-	-	-	-	-	
25	2	3	3.5	4	4.5	5	5.5	6	6.5	-	-	-	-	-	-	-	-	-	-	
26	2	3	4	4.5	5	5.5	6	6.5	7	7.5	-	-	-	-	-	-	-	-	-	
27	2	3	4	5	5.5	6	6.5	7	7.5	8	8.5	-	-	-	-	-	-	-	-	
28	2	3	4	5	6	6.5	7	7.5	8	8.5	9	9.5	-	-	-	-	-	-	-	
29	2	3	4	5	6	7	7.5	8	8.5	9	9.5	10	10.5	-	-	-	-	-	-	
30	2	3	4	5	6	7	8	8.5	9	9.5	10	10.5	11	11.5	-	-	-	-	-	
31	2	3	4	5	6	7	8	9	9.5	10	10.5	11	11.5	12	12.5	-	-	-	-	
32	2	3	4	5	6	7	8	9	10	10.5	11	11.5	12	12.5	13	13.5	-	-	-	
33	2	3	4	5	6	7	8	9	10	11	11.5	12	12.5	13	13.5	14	14.5	-	-	
34	2	3	4	5	6	7	8	9	10	11	12	12.5	13	13.5	14	14.5	15	15.5	-	
35	2	3	4	5	6	7	8	9	10	11	12	13	13.5	14	14.5	15	15.5	16	16.5	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14.5	15	15.5	16	16.5	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15.5	16	16.5	17	17.5	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16.5	17	17.5	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17.5	18	18.5	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18.5	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19.5	
42	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	
45	3	4.5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4.5	6	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	
47	3	4.5	6	7.5	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4.5	6	7.5	9	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	
49	3	4.5	6	7.5	9	10.5	12	13	14	15	16	17	18	19	20	21	22	23	24	
50	3	4.5	6	7.5	9	10.5	12	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	
51	3	4.5	6	7.5	9	10.5	12	13.5	15	16	17	18	19	20	21	22	23	24	25	

52	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5
53	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19	20	21	22	23	24	25	26
54	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5
55	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22	23	24	25	26	27
56	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	23.5	24.5	25.5	26.5	27.5
57	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25	26	27	28
58	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	26.5	27.5	28.5
59	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28	29
60	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28.5	29.5
61+	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28.5	30

Age 17 - While it is possible for a 17-year-old to have 2 years' service, any service with the employer before school leaving age does not count towards the continuous employment and cannot be used in any statutory pay entitlement.

Age 61+ - In respect of those over age 61, the payment remains the same as for age 61.

Appendix 3: Voluntary Severance: Enhanced Ready Reckoner

	Continuous Years Service																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Age																				
17*[1]	1.5																			
18	1.5																			
19	1.5	2.25																		
20	1.5	2.25	3.00																	
21	1.5	2.25	3.00	3.75																
22	1.5	2.25	3.00	3.75	4.50															
23	2.25	3.00	3.75	4.50	5.25	6.00														
24	3.0	3.75	4.50	5.25	6.00	6.75	7.50													
25	3.0	4.50	5.25	6.00	6.75	7.50	8.25	9.00												
26	3.0	4.50	6.00	6.75	7.50	8.25	9.00	9.75	10.50											
27	3.0	4.50	6.00	7.50	8.25	9.00	9.75	10.50	11.25	12.00										
28	3.00	4.50	6.00	7.50	9.00	9.75	10.50	11.25	12.00	12.75	13.50									
29	3.00	4.50	6.00	7.50	9.00	10.50	11.25	12.00	12.75	13.50	14.25	15.00								
30	3.00	4.50	6.00	7.50	9.00	10.50	12.00	12.75	13.50	14.25	15.00	15.75	16.50							
31	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	14.25	15.00	15.75	16.50	17.25	18.00						
32	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	15.75	16.50	17.25	18.00	18.75	19.50					
33	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	17.25	18.00	18.75	19.50	20.25	21.00				
34	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	18.75	19.50	20.25	21.00	21.75	22.50			
35	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	20.25	21.00	21.75	22.50	23.25	24.00		
36	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	21.75	22.50	23.25	24.00	24.75	25.50	
37	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	23.25	24.00	24.75	25.50	26.25	
38	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	24.75	25.50	26.25	27.00	
39	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	26.25	27.00	27.75	
40	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	27.75	28.50	
41	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	29.25	
42	3.75	5.25	6.75	8.25	9.75	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	
43	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	
44	4.50	6.75	8.25	9.75	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	
45	4.50	6.75	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	
46	4.50	6.75	9.00	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75	
47	4.50	6.75	9.00	11.25	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50	
48	4.50	6.75	9.00	11.25	13.50	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25	
49	4.50	6.75	9.00	11.25	13.50	15.75	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50	36.00	
50	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25	36.75	
51	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50	36.00	37.50	
52	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25	36.75	38.25	

53	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	28.50	30.00	31.50	33.00	34.50	36.00	37.50	39.00
54	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	30.75	32.25	33.75	35.25	36.75	38.25	39.75
55	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.00	34.50	36.00	37.50	39.00	40.50
56	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	35.25	36.75	38.25	39.75	41.25
57	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	37.50	39.00	40.50	42.00
58	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	39.75	41.25	42.75
59	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.00	43.50
60	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	44.25
61*[2]	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	45.00

Appendix 4: Support for Employees



Appendix 5: Support for Managers

A redundancy situation can be a traumatic time for all members of the employee group affected - both those who leave and those who are ultimately retained. It can also be extremely difficult for managers who have to handle the process.

Managers charged with handling redundancies may find themselves in a new situation which they are uncomfortable with and not sure how to handle. Uncertainty on the part of the manager leading the process may result in pressure for them as well as increased confusion and concern for the affected employees.

Practical Support and Guidance

The Council will ensure that managers involved in redundancy situations have the required support and skills. This could include the following

- Manager drop in sessions on the Council's redundancy procedures
- Skills training on how to approach difficult conversations with employees
- Coaching skills
- Communication skills - managers will need to be able to communicate effectively with employees about the current situation, any available options (e.g. pension choices, redeployment), and what may happen next, even where the outlook is negative.

Survivor Syndrome

Managers will also require to have an awareness of 'Survivor Syndrome' where, although an employee remains employed, they are affected by issues such as damage to the psychological contract, guilt, anger at poor treatment of colleagues made redundant, and the difficulties of taking on new/more work.

The symptoms of survivor syndrome include:

- Lower morale and commitment
- Increased stress
- Reduced motivation
- Breakdown of trust in management
- Reduced productivity and attendance
- Increased staff turnover
- Poorer performance
- Greater risk-avoidance and slower decision-making
- Poorer customer focus
- Less inclination to learn new skills

These are damaging for both employee and the Council, disrupting efforts to move forward and impacting adversely on cost saving estimates.

It seems likely that these problems will be most acute where redundancies have been compulsory, rather than voluntary, or where a volunteer has not been selected for redundancy.

Managers should be encouraged to take measures to minimise survivor syndrome including:

- Regular and open communication
- Effective and meaningful consultation
- Encouraging employees to voice concerns (and addressing these)
- Setting out clear plans for the future
- Raising awareness of Employee Assistance Programme or other support agencies.
- Discussion of changes to job roles, progress reviews
- Fostering team-working and engendering team spirit