

REPORT TITLE: MANAGING WORKFORCE CHANGE POLICY

25 JANUARY 2018

REPORT OF PORTFOLIO HOLDER: Cllr Stephen Godfrey, Portfolio Holder for Professional Services

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WARD(S): ALL

PURPOSE

As the Council continues through a period of transformation, our employee strategy set out the need to adopt a business minded, innovative and entrepreneurial approach to delivering the highest quality of services. It is inevitable that such changes will impact on the organisational structure, not least recognising that teams need to be realigned to reflect the new service areas

This report proposes that a Managing Workforce Change policy (Appendix 1) is adopted; this policy combines the existing Redundancy & Redeployment Policy and the Severance Policy into one policy which has been updated to reflect current legislation and best practice. The refreshed policy provides clarification for managers and staff so that all workforce changes are managed in a consistent manner across the Council, minimising the risks of Employment Tribunals.

RECOMMENDATIONS:

1. That the Managing Workforce Change be approved and adopted.
2. That the (interim) Head of HR be authorised to make updates to the document in light of legislative changes or good practice updates.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 The success of delivering the Council Strategy is dependent on having the right people in the right place at the right time. The proposed policy creates an approved process to move human resources within the organisation to meet the needs of the business.

2 FINANCIAL IMPLICATIONS

- 2.1 There are no direct financial implications arising from this report. In the event that there is a clear business need to restructure and/or to consider potential redundancies, the revised policy requires that a business case (including the financial implications) is devised.
- 2.2 Specific proposals (e.g. restructures) will be reviewed by the Executive Leadership Board in consultation with the Interim Head of Human Resources.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 There are no direct legal and/or procurement implications arising from this report.

4 WORKFORCE IMPLICATIONS

- 4.1 The proposed policy reflects the requirements of current employment legislation and best practice. There are no direct workforce implications arising from this report.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND COMMUNICATION

- 6.1 An initial draft policy has been shared with Unison for comment and the following representation received:
- 6.1.1 Unison welcome the introduction of clear timescales during which the Council will consult with those affected by proposed changes to the workforce.
- 6.1.2 That any increments awarded during a period of salary protection are taken into account when salary protection is withdrawn. This comment is noted, however, increments are not awarded once salary protection is applied (i.e. the salary is "frozen" with the exception of any nationally agreed pay awards which would apply).
- 6.1.3 That the responsibilities of Unison be amended to reflect the role of a trade union more accurately (i.e. to support their members which may include making representation to the employer).

6.1.4 That the Interim Head of Human Resources provide clarification for the rationale behind the decision not to re-engage an employee within a 12 month period after they have been dismissed on the grounds of redundancy; this position anticipates the implementation of the Public Sector Exit Payment Regulations and is common practice in other public sector organisations.

6.2 Any proposed changes to the workforce or the structure of the organisation would require specific consultation with Unison and those affected by the proposed changes.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 None

8 EQUALITY IMPACT ASSESSEMENT

8.1 There is no differential impact on a specified group as all HR matters are applied consistently.

9 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support - none</i>		
<i>Timescales</i>	Updated to reflect latest changes and to be implanted subject to committee approval	
<i>Project capacity - none</i>		
<i>Financial / VfM</i>	No financial policy changes have been made to this report	
<i>Legal</i>		
<i>Innovation</i>		
<i>Reputation</i>		Provides greater clarity on workforce change by merging related policies together
<i>Other</i>		

10 SUPPORTING INFORMATION:

10.1 The Interim Head of Human Resources is currently reviewing all HR policies and procedures to ensure compliance with employment legislation, ACAS codes of practice and best practice.

10.2 Historically, the Council has had two separate policies relating to organisational change (The Redeployment and Redundancy Policy; and The Severance Policy); the revised policy incorporates both of these policies into one policy and introduces guidance for managing organisational change to maintain a consistent approach across the Council.

10.3 The revised policy:

- Introduces the requirement for managers to develop a business case to justify any proposed changes to the workforce;
- Provides clarification on what is meant by consultation and how this should be undertaken to ensure that it is meaningful;
- Introduces clauses which enable the Council to require that an individual does not work all or part of their notice period (dependent on the needs of the business);
- Introduces a clause whereby an employee who has left the Council on the grounds of redundancy or similar severance arrangement will not be re-employed by Winchester City Council as an employee or consultant for a 12 month period following the dismissal.

10.4 For the avoidance of doubt, the revised policy does not propose any changes to how any redundancy payments are calculated.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

PER304 – Employee Strategy (23 November 2017)

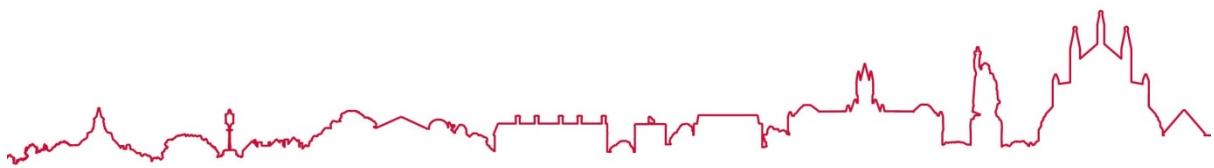
Other Background Documents:-

NONE

APPENDICES:

Appendix 1 –Managing Workforce Change Policy

Managing Workforce Change



Document History

Document Title		Managing Workforce Change	
This Version		0.2	
Issue Date			
Status:		DRAFT	
Version	Issue Date	Author	Comments
0.1	01.12. 2017	HRBP/AB	Initial Draft
0.2	10.01.2018	Head of HR	Incorporates comments from officers and Unison
1.0			Approved by Personnel committee

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Scope of the Policy

The Managing Workforce Change Policy applies to all employees of Winchester City Council. Workforce change involving possible redundancies should be managed through this policy. The Council's [Constitution](#) contains further provisions which apply in addition to this policy where proposed changes relate to one of the Statutory Officers (Head of Paid Service, Monitoring Officer, Section 151 Officer).

Workforce change may include, but not limited to the following:

- Structural change
- Changes in working practices
- Relocation of services
- Reduction or cessation of service delivery
- TUPE transfers.

It will not apply where:

- The changes relate only to the creation of new posts
- There are changes to line management arrangements only; or
- There are proposed variations to an employee's, or to a number of employee's job descriptions, which are not substantial.

Key principles of workforce change

The Council will consider all practical measures to minimise the reduction in job opportunities from established structures and this may include

- Restricting or freezing recruitment
- Restricting external recruitment
- Reducing or eliminating overtime
- Freezing or reducing the number of temporary employees
- Reducing or eliminating the use of casual workers
- Removing the use of agency workers
- Redeploying employees
- Re-training and re-skilling employees
- Reducing the working week; and
- Asking appropriate employees to consider taking early retirement or voluntary redundancy

Developing a Business Case

A business case for workforce changes must be developed and owned by the relevant Corporate Head of Service (CHoS). This must detail the strategic scoping of the work to be undertaken to implement the change. The business case must identify whether there are potential redundancies so that any necessary statutory consultation period and timescales can be factored in.

The scope and detail of a business case will vary and is appropriate to the level of anticipated impact of the proposed change.

The business case should typically include:

- Reason/s for change
- Proposals and options
- Impact analysis of options
- Cost/benefit analysis and risk assessment
- Timescales and key dates to move to implementation
- HR requirements
- Financial summary
- Equality impact assessment (EIA)

The business case must be approved by the Executive Leadership Board.

Planning Workforce Change

Dependant on the scale of the change, the CHoS will:

- develop and agree the project plan
- discuss and agree proposals as to how to implement the change with HR
- identify key actions and associated timescales

For complex change, especially where collective consultation is required, a communications and consultation plan is required which details the arrangements for:

- employee briefings
- employee workshops or discussion groups
- individual employee meetings
- availability and sharing of information such as the development of web pages and FAQ documents
- involvement of trade unions in all of the above

HR are responsible for obtaining data on the employee group/s affected and drafting a recruitment protocol, where one is required.

Consultation and Engagement

The Council is committed to carry out consultation, and engagement is essential for the effective management of organisational change; managers need to actively and effectively prepare for and undertake their responsibilities to consult with employees and Trade Union representatives. This will involve:

- communicating openly and honestly with employees and their representatives;
- giving employees and their representatives clear and up-to-date information;
- ensuring Trade Union representatives are provided with adequate time to appropriately participate in consultation and represent their members as and when required; and
- allowing employees and their representatives the opportunity to provide information or make suggestions about proposed changes which:
 - involve change to contracts of employment;
 - potentially lead to redundancy;
 - involve major changes in working practices, location of employees etc.; and
 - involve the introduction of, or changes to, local procedural agreements.

There are specific requirements for consultation relating to redundancies which are set out in employment legislation. The statutory consultation periods to be followed are:

Type of change	Consultation
From 1 to 99 proposed redundancies within 90 days (collective consultation)	At least 30 days before the first redundancy notice takes effect (statutory period)
100 or more proposed redundancies within 90 days (collective consultation)	At least 45 days before the first redundancy notice takes effect (statutory period)

In situations of 20 or more redundancy within 90 days, HR will write to the trade unions in accordance with section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 to inform them of the start of the consultation period. An HR1 form will also be lodged with the Secretary of State for Business, Innovation and Skills (Insolvency Service). Where collective consultation does not apply, the duration can be flexible and tailored to the specific workforce change. Ideally, consultation should not exceed the statutory timescales.

The Council will ensure full compliance with statutory redundancy consultation requirements. However, in all cases (even when there is likely to be no redundancies) the Council will ensure employees and Trade Unions are consulted about workforce changes arising from structural reviews.

The redeployment process will also be used for circumstances when an employee is no longer able to continue working in his/ her substantive post for reasons such as:

- ill health
- disability; and/ or
- capability

Managing Redundancy

Where there is a reduction in the number of posts all employees affected will be issued with an 'at risk of redundancy' notice.

In certain circumstances and in the interests of best value and efficiency, the Council may, at this stage, decide to conduct an exercise aimed at releasing employees through voluntary redundancy / early retirement. The Council is under no obligation to accept these volunteers.

The exact criteria for deciding which, if any, applications are accepted will be agreed at the time but will always take into account cost and future workforce requirements. If the target number of posts to be reduced has not been reached through voluntary means, it will be necessary to identify the actual posts to be deleted. Where it is possible to identify these post(s), the post holder(s) will be "at risk" of redundancy. Employees who are displaced will be issued with due notice of termination of employment and will have a period of redeployment. Where it is not possible to redeploy an employee to suitable, alternative employment with the Council, they will be dismissed on the grounds of redundancy. Employees who are not displaced will have their 'at risk of redundancy' notice withdrawn.

Matching

In circumstances where a post(s) are deleted but a new one(s) created, displaced employees will be considered for suitability for matching to the new post(s). Job matching and job selection will always be based on comparison between the old and new jobs. Where a displaced employee wholly or predominantly undertakes 60% of the function of the new post, that employee will automatically be matched to the new post. The CHoS in conjunction with the HR will assess whether or not the functions of a new post are wholly or predominantly undertaken by the employee in question.

Where there are more employees who wholly or predominantly undertake the functions of the new post(s) than there are available new posts, recognised selection methods will be used to identify the employee(s) matched.

Following the matching process, employees who are displaced will be issued with notice of termination of their employment by reason of redundancy (and are expected to work their notice period) and will have a period of redeployment. Depending on the individual circumstances, the Council will consider payment in lieu of notice (PILON)

Redeployment

The Council will make every effort to redeploy employees and every attempt will be made to match an employee's existing terms and conditions of service. However, there can be no guarantee that employees will be redeployed into a post at same wage/salary, hours of work, location, etc. Redeployment to a post on a higher grade is not normally permitted but in certain circumstances, and only where the employee in question is facing compulsory redundancy, this may be allowed.

Redeployees should apply for posts in the usual way; they will be guaranteed an interview where they meet the essential criteria for the role.

In circumstances where more than one employee meets the essential requirements of the post, an appropriate selection method will be used, for example, assessment centre or competitive interview.

The Council will provide appropriate training and support for employees who are redeployed to an alternative post this may be carried out prior to taking up the new post or during the trial period.

While the overriding requirement of any form of redeployment is that the employee meets the requirements of the vacant post in question, an offer of redeployment can either be an offer of suitable alternative employment or alternative employment.

- Suitable alternative employment is defined as any job offered to an employee whose post has been deleted, which offers the same level of basic pay, similar status and similar conditions of employment
- Any other job offer will constitute an offer of alternative employment.

In all cases, the status of an offer will be confirmed at the outset. Refusal of an offer of a suitable alternative post, or unreasonably giving notice to leave employment during a trial period could result in the employee in question waiving the right to a redundancy payment.

Every effort will be made to redeploy employees into suitable alternative posts. Where this is not possible but an alternative position at a lower salary is available, the employee will be eligible to receive salary protection for a period of two years, but with no protection of other terms and condition of service. In such circumstances the employee will be placed on the top point of the new salary grade thereby minimising the financial loss.

If an employee accepts redeployment to a lower graded or lower paid post then their wages/salary will be protected at their current grade and spinal column point, subject to financial considerations or any other locally negotiated agreement, for a period of two years from the date of redeployment, during which time the employee will receive annual pay awards but there will be no entitlement to incremental progression. All other terms and conditions of employment will be in line with the

new post. After two years from the date of redeployment, this protection will cease and the employee will be paid at the maximum of the grade of the post occupied. Where relevant a pension protection certificate will also be issued.

Where an employee voluntarily applies for an alternative role beyond the role to which they were redeployed, salary protection will not apply.

Trial Period

Normally redeployment will be subject to successful completion of a 4-week trial period. However, in certain situations and where the relevant service manager is in agreement, this requirement may be waived. Also in exceptional circumstances it will be possible to extend the trial period, for example, where additional period of training is required to enable full assessment of suitability.

During a trial period the employee will retain his/her salary, which will be proportionately adjusted to reflect any changes in the number of hours being worked.

Managers will set SMART objectives for the employee during the trial period and arrangements will be made to monitor the performance of the employee and Review Meetings will be held with the employee to discuss progress, as these meetings are informal the employee has no right to be accompanied.

Reviews will be carried out during the 4-week trial period to ascertain progress and suitability, discuss any problems, and identify additional or alternative training or support requirements. Managers will provide regular feedback to the employee and acknowledge where progress is being made whilst being clear where further improvement is required. Training and support will be provided to the employee and line manager to allow a reasonable and proper assessment to be made.

Where, during the trial period, the employee's performance falls short of what is required, this will be raised at the earliest opportunity. A review meeting will be arranged to discuss the matter and identify any additional support or training that can be provided.

If, at the end of the trial period, despite all help and guidance, the employee is unable to carry out the duties of the alternative post to the required standard, he or she will be deemed unsuitable for the post and advised of this at the final Review Meeting. The employee will return to his/ her substantive post (where the post still exists) and further redeployment opportunities will be pursued during the notice period. In the event that the post no longer exists and the employee cannot therefore return to their substantive post, the Council reserves the right to authorise "garden leave"¹ during which time, the employee will receive their full contractual pay but not be required to attend work.

¹ **Garden leave** is when a departing employee is required to stay away from work during their notice period. They remain an employee during this period but do not perform services. The employee will continue to receive all normal salary and benefits during garden leave.

The employee is required to highlight any problems he or she experiences during the trial period and identify any additional support and/ or interventions that are required. At the end of the trial period the employee may also decide the post is unsuitable as alternative employment. In such circumstances, the Council will assess the extent to which the post is suitable, the reasons for the employee's objection and the employee's commitment and participation during the trial period. This assessment will determine the employee's entitlement to compensation, should dismissal be unavoidable.

Redundancy

While every effort will be made to safeguard employment through the measures described above, in some circumstances it may be necessary to reduce the overall number of jobs for which there is no suitable alternative employment.

Should redundancy prove to be unavoidable, each case will be dealt with in a fair, consistent and sympathetic way and the Council will fully comply with its statutory obligations.

The relevant manager will consult with the appropriate Trade Union (even if the employees who may be affected are not a members of the union) as soon as it is known that redundancies will, in all likelihood, be unavoidable, but at the very least within the timescales required by legislation.

This consultation will be undertaken with a view to avoiding or limiting the effects of the redundancies and to this end the Council will provide recognised Trade Unions with the following written information:

- the reasons for the proposals;
- the numbers and description of employees which it is proposed to dismiss;
- the total number of employees currently employed in each category who may form the pool for selection for redundancy;
- the proposed method of selecting employees for redundancy; and
- the proposed method of calculating the amount of any redundancy payment.

Where an employee has 2 years or more continuous local government service, they are entitled to a redundancy payment. The Council calculates redundancy payments using a ratio of age and full years of continuous service, with a multiplier of 1.6 (see Appendix 2).

The HR Business Partner will co-ordinate the communication, consultation and selection process in all redundancy situations, ensuring compliance with the above provisions.

Appeals

Employees have a right to appeal against their dismissal on the grounds of Compulsory redundancy only. They must have specific grounds for making an

appeal, different to that raised during formal consultation, and identifying supporting evidence. Further information regarding the appeal process can be found in Appendix 2.

Revised Working Patterns and Arrangements

The ongoing monitoring and review of the way our business is designed and delivered will inevitably lead to changes in the way services are delivered and this in turn will have implications for the work pattern of employees providing those services.

Where service requirements mean a change to an employee's working arrangements the relevant manager will consult with the appropriate Trade Union (even if the employees who may be affected are not members of a Trade Union) as soon as it is known that the change is unavoidable. In all cases due notice of the proposed change will be given.

A change in work pattern may affect an employee's current flexible working arrangement. Where a change in work pattern is proposed, the employee's flexible working pattern should be reviewed to ascertain if it still meets both individual and organisational needs. It may be necessary for the employee to submit a new or revised flexible working request; this will be carried out on an individual basis.

Re-engagement

Except in exceptional business circumstances, for a period of 12 months from the termination date (last day of employment), an employee who has left the Council under the terms of the standard redundancy scheme, any voluntary redundancy scheme or severance arrangement will not be;

- re-employed by the Council in any capacity or;
- re-engaged by the Council under a contract for services.

If re-employment is sought within 12 months of the termination date (last day of employment), approval is required from Executive Leadership Board

TUPE

The Transfer of Undertakings (Protection of Employment) Regulations (2006) (TUPE) is the main piece of legislation governing the transfer of an undertaking, or part of one, to another. The regulations are designed to protect the rights of employees in a transfer situation enabling them to enjoy the same terms and conditions, with continuity of employment.

The TUPE Regulations will apply in the following situations:

- (a) A transfer of an undertaking, business or part of an undertaking or business, where there is a transfer of an economic entity which retains its identity;

- (b) A service provision change – for example, where a contract to provide a client (public or private sector) with a business service is:
- awarded to a contractor (contracted out or out-sourced); or
 - re-let to a new contractor on subsequent re-entering (reassigned); or
 - ended with the bringing in-house of the service activities (contracted in or in-sourced)

In applying the provisions of this policy, the Council is committed to ensuring that:

- all employees who transfer from the Council in the circumstances outlined above do so with the protection of TUPE;
- meaningful consultation and communication takes place with employees and Trade Union representatives, in line with statutory requirements and good employee relations practice;
- employees who are affected by the Policy, and their representatives, are aware of proposals and decisions as early as possible; and
- the outcome of the selection process for transfer is fair to all parties and the process has been subject to full consultation.

If employees are covered by the provisions of TUPE, there is no alternative option of redeployment within the Council or redundancy as a result of the transfer.

Roles and Responsibilities

The manager is responsible for:

- Identifying workforce change and managing it appropriately
- Informing Human Resources when change is being considered
- Working with Human Resources to develop the business case
- Planning and leading the consultation period
- Considering representations made by employees and unions and establishing the final proposals
- Directly supporting, or arranging support for employees during the period of change
- Implementing change, including decision making within the recruitment protocol
- Agreeing with Human Resources who will be responsible for arranging meetings

All employees are responsible for:

- Conducting themselves in an acceptable and professional manner and complying with the policy
- Engaging in meaningful consultation
- Giving serious consideration to alternative proposals and voluntary measures put forward during consultation

The HR Business Partner is responsible for:

- Advising on policy application and best practice
- Supporting the development of the business case and project plan
- Drafting and sending the S188 letter and HR1 form if required
- Agreeing with management who is responsible for arranging meetings and the drafting and issuing of letters and documentation
- Attending meetings in an advisory capacity and challenging proposals if necessary
- Drafting and issuing of letters and documentation.

Human Resources does not perform a decision making role

The Trade Union representative is responsible for:

- Supporting their member/colleague
- Attending arranged meetings or ensuring meetings are covered and not delayed
- Engaging in meaningful consultation
- Giving serious consideration to alternative proposals and voluntary measures put forward during consultation
- Making representation on behalf of those affected by the proposed changes

They may make representations, submit papers, ask questions and address a meeting on behalf of the employee.

Additional Support

Employees - Queries should be directed to your line manager, your union representative or Human Resources.

Managers – Advice on remaining policy related queries can be directed to Human Resources.

Employees of non Winchester City Council bodies are excluded from this policy and should refer to their own employer's policies and procedures.

Appendix 1 –Redundancy Calculator

	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Age																			
17*	1.6																		
18	1.6	2.4																	
19	1.6	2.4	3.2																
20	1.6	2.4	3.2	4.0															
21	1.6	2.4	3.2	4.0	4.8														
22	1.6	2.4	3.2	4.0	4.8	5.6													
23	2.4	3.2	4.0	4.8	5.6	6.4	7.2												
24	3.2	4.0	4.8	5.6	6.4	7.2	8.0	8.8											
25	3.2	4.8	5.6	6.4	7.2	8.0	8.8	9.6	10.4										
26	3.2	4.8	6.4	7.2	8.0	8.8	9.6	10.4	11.2	12.0									
27	3.2	4.8	6.4	8.0	8.8	9.6	10.4	11.2	12.0	12.8	13.6								
28	3.2	4.8	6.4	8.0	9.6	10.4	11.2	12.0	12.8	13.6	14.4	15.2							
29	3.2	4.8	6.4	8.0	9.6	11.2	12.0	12.8	13.6	14.4	15.2	16.0	16.8						
30	3.2	4.8	6.4	8.0	9.6	11.2	12.8	13.6	14.4	15.2	16.0	16.8	17.6	18.4					
31	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	15.2	16.0	16.8	17.6	18.4	19.2	20.0				
32	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	16.8	17.6	18.4	19.2	20.0	20.8	21.6			
33	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	18.4	19.2	20.0	20.8	21.6	22.4	23.2		
34	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.0	20.8	21.6	22.4	23.2	24.0	24.8	
35	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	21.6	22.4	23.2	24.0	24.8	25.6	26.4
36	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	22.4	23.2	24.0	24.8	25.6	26.4	27.2
37	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	22.4	24.0	24.8	25.6	26.4	27.2	28.0
38	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	22.4	24.0	25.6	26.4	27.2	28.0	28.8
39	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	22.4	24.0	25.6	27.2	28.0	28.8	29.6
40	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	22.4	24.0	25.6	27.2	28.8	29.6	30.4
41	3.2	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	22.4	24.0	25.6	27.2	28.8	30.4	31.2
42	4.0	5.6	7.2	8.8	10.4	12.0	13.6	15.2	16.8	18.4	20.0	21.6	23.2	24.8	26.4	28.0	29.6	31.2	32.8
43	4.8	6.4	8.0	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	22.4	24.0	25.6	27.2	28.8	30.4	32.0	33.6
44	4.8	7.2	8.8	10.4	12.0	13.6	15.2	16.8	18.4	20.0	21.6	23.2	24.8	26.4	28.0	29.6	31.2	32.8	34.4
45	4.8	7.2	9.6	11.2	12.8	14.4	16.0	17.6	19.2	20.8	22.4	24.0	25.6	27.2	28.8	30.4	32.0	33.6	35.2
46	4.8	7.2	9.6	12.0	13.6	15.2	16.8	18.4	20.0	21.6	23.2	24.8	26.4	28.0	29.6	31.2	32.8	34.4	36.0
47	4.8	7.2	9.6	12.0	14.4	16.0	17.6	19.2	20.8	22.4	24.0	25.6	27.2	28.8	30.4	32.0	33.6	35.2	36.8
48	4.8	7.2	9.6	12.0	14.4	16.8	18.4	20.0	21.6	23.2	24.8	26.4	28.0	29.6	31.2	32.8	34.4	36.0	37.6
49	4.8	7.2	9.6	12.0	14.4	16.8	19.2	20.8	22.4	24.0	25.6	27.2	28.8	30.4	32.0	33.6	35.2	36.8	38.4
50	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	23.2	24.8	26.4	28.0	29.6	31.2	32.8	34.4	36.0	37.6	39.2
51	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	25.6	27.2	28.8	30.4	32.0	33.6	35.2	36.8	38.4	40.0
52	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.0	29.6	31.2	32.8	34.4	36.0	37.6	39.2	40.8
53	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	30.4	32.0	33.6	35.2	36.8	38.4	40.0	41.6
54	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	31.2	32.8	34.4	36.0	37.6	39.2	40.8	42.4
55	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	31.2	33.6	35.2	36.8	38.4	40.0	41.6	43.2
56	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	31.2	33.6	36.0	37.6	39.2	40.8	42.4	44.0
57	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	31.2	33.6	36.0	38.4	40.0	41.6	43.2	44.8
58	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	31.2	33.6	36.0	38.4	40.8	42.4	44.0	45.6
59	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	31.2	33.6	36.0	38.4	40.8	43.2	44.8	46.4
60	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	31.2	33.6	36.0	38.4	40.8	43.2	45.6	47.2
61+	4.8	7.2	9.6	12.0	14.4	16.8	19.2	21.6	24.0	26.4	28.8	31.2	33.6	36.0	38.4	40.8	43.2	45.6	48.0

Appendix 2 – Appeals Process

Employees have the right to appeal against the decision to end their employment on the grounds of Compulsory redundancy.

The Appeal meeting

The employee must ensure their written appeal is received by the Corporate Head of Service within **7** calendar days following the day the meeting was held. The full reasons for the appeal must be submitted along with any supporting evidence.

The meeting will be heard within 28 days of the receipt of the written appeal by a senior manager, who has not been involved in the decision making, supported by HR. The senior manager must write to the employee to invite them to an appeal meeting.

The employee has the right to be accompanied to the meeting by a trade union representative or work colleague.

While an appeal is in progress the due notice period will remain unaltered.

Outcome of an appeal meeting

The senior manager will consider the matters raised by the employee and make a decision to either uphold the decision or not.

- If the appeal is **refused**, the redundancy dismissal, pay and notice continues as originally proposed.
- If the appeal is **upheld** and the employee has not yet ended their redundancy notice period, the employment contract will continue as though the employee had not been selected for redundancy.
- If the appeal is **upheld** and the employee has ended their redundancy notice period, the employee will be reinstated and all other contractual rights reinstated.
- In the event that the employee has received a redundancy payment and the appeal is subsequently **upheld**, the redundancy payment must be returned.

The senior manager must advise the employee of the outcome at the meeting and confirm this decision in writing. There is no further right of appeal.