

STIRLING COUNCIL

ORGANISATIONAL CHANGE POLICY

1. The Council has an ambitious agenda for the next five years as set out in the business plan. This agenda includes:
 - (a) delivery of a range of developments and policy initiatives to enhance the prosperity and amenity of the area and the quality of life of its citizens and to promote community wellbeing;
 - (b) improved performance and customer responsiveness of Council services to raise levels of satisfaction;
 - (c) greater efficiency in the use of Council resources to reduce waste and release additional resources for priorities and ensuring financial stewardship.
2. The achievement of this agenda will require the Council to continuously review itself and the way in which it operates to ensure that it is fit for purpose. This will inevitably require:
 - (a) changes in the way Council is structured and organised to ensure the whole organisation is focussed on delivery of the Council's agenda;
 - (b) changes in business processes, particularly in the use of information technology, to improve efficiency, performance and customer responsiveness;
 - (c) changes in the way the Council's employees work and their terms and conditions to ensure that it continues to recruit, develop and retain a workforce capable of delivering its agenda in a very challenging, rapidly changing and highly competitive knowledge-based economy.
3. As a responsible employer the Council is committed to developing, equipping and empowering its employees to meet these challenges, to recognising and rewarding good performance, and to providing job satisfaction and career progression. It is committed to working with Trades Unions and employees to share challenges, develop shared responses to these challenges and, so far as possible, manage change through a consensual approach. However, there may be organisational changes the Council deems are necessary to deliver its agenda that Trades Unions and employees cannot support, for example where it is necessary to identify posts that are to be deleted in order to reduce or reshape the workforce or where it is necessary to transfer staff to external organisations in order to deliver services in ways other than directly by the Council. The Council is committed to no compulsory redundancies and working with Trades Unions through adoption of the following measures:

- (a) Where a postholder finds their post is to be deleted and if there is an alternative post, considered broadly similar, the individual will be matched into the post where they meets requirements by demonstrating competencies, skills, knowledge, behaviours and experience. If there are more people in the pool than posts, there will be internal ring-fenced recruitment from that pool of individuals, who will be guaranteed an interview in any competitive selection procedures to fill new posts, when the selection criteria is met. Only if there are no equivalent employees displaced and seeking redeployment, the post may be externally advertised;
- (b) persons displaced from posts that are to be deleted, who are not appointed to a new post will have the option of developing a skills profile (interests and experience) in order to identify guarantee interview opportunities and redeployment. This will include conservation of salary if the post is at a lower grade. Conservation period 18 months. Alternatively, voluntary severance may be available;
- (c) voluntary severance will be in terms of the agreed scheme, subject always to the constraints of relevant regulations and the need to demonstrate that costs of severance are exceeded by savings within a reasonable period.
- (d) in the event of functions and/or posts being transferred out with the Council to external organisations, the Council will so far as possible offer staff the option of transferring with those functions/posts or redeploy to alternative posts within the Council and, in the case of staff transferring, while TUPE clearly applies as a minimum, the Council will seek to negotiate better protection of existing terms and conditions including pension rights, than TUPE alone affords. There will be a guaranteed interview for any posts which are available within the Council, where the selection criteria is met;
- (e) the Council will continue to offer a package of individual retirement/change counselling, careers guidance and financial advice for employees seeking support who are leaving the Council's employment.

**Policy Approved
Full Council**

19 May 2016

**Policy Updated
Full Council**

22 February 2018

Stirling Council

REDEPLOYMENT POLICY

1. INTRODUCTION

1.1 Redeployment is a process by which the Council seeks to find suitable alternative employment for a permanent employee or fixed term employees with four or more years' continuous service. Where an employee has over 2 years' service, the Council will do all it can to find alternatives. The need for redeployment arises most commonly as a result of:

(a) a re-structure impacting how services are delivered;

(b) changes which result in a diminishing requirement or no requirement for a particular type of work to be carried out;

(c) a recommendation from the Council's Occupational Health Adviser that alternative employment should be considered/is necessary

1.2 In the above circumstances there is a legal obligation on the Council to seek suitable alternative employment. There may be other exceptional circumstances where redeployment will be considered, such as proposed TUPE situations where individuals have expressed a wish not to transfer and suitable vacant posts are available. In any event redeployment will only be considered if there is a clear business and/or legal need to do so and the case for this has been established by the Director and the Chief Officer HR&OD.

1.3 The Council takes its responsibilities towards its employees seriously and actively supports redeployment where this becomes necessary. All Services are expected to co-operate and to take a positive approach, recognising that redeployment is an issue for the Council as a whole, and not merely an issue for the initial Service to resolve. Similarly, employees and Trade Unions are expected to co-operate with the process.

1.4 Where redeployment becomes necessary the employing Service will enter into discussions and consultations with the affected employees and Trades Unions, at the earliest practical stage. The Chief Officer HR&OD will also be advised of the circumstances as soon as possible in order that appropriate support can be put in place, both for the Service, and for the individuals involved. The employing Service will ensure that those affected are aware of the Redeployment procedure and will identify one management contact who will liaise with and support individuals throughout the process.

2. REDEPLOYMENT PROCESS DURING A RESTRUCTURE

2.1 In the first instance it is proposed that where a post is to be deleted and there are new posts available, the employee who finds their post is to be

deleted will be entitled to be considered for matching to alternative posts which are broadly similar, where the employee meets requirements by demonstrating competencies, skills, knowledge, behaviours and experience. Or the offer of a guaranteed interview in any competitive selection procedures to fill new posts, when the selection criteria is met. Where there are more people than posts, the competitive selection procedure will be on an internal and ring-fenced basis. If there are no equivalent employees displaced, seeking redeployment, the post may be externally advertised.

3. REDEPLOYMENT PROCESS – OTHER CIRCUMSTANCES

3.1. Redeployment requires that individuals are compared against the pool of suitable, available vacancies, prior to advertising and the following procedure will apply:

(a) Details of available vacancies submitted to Chief Officer HR&OD.

(b) Details of individuals seeking redeployment submitted to Chief Officer HR&OD by means of a standard Skills Profile who will consider possible matches between vacancies and individuals.

(c) Basic criteria will include:

(i) Does the employee appear to meet the essential criteria identified in the Person Specification for the post?

(ii) Are there any recommendations from Occupational Health which would support suitability.

(iii) Is the salary grade comparable, i.e. the same or one grade below the existing grade.

Employees must apply openly in line with the standard recruitment procedure for posts that are of a higher grade than their current grade.

(d) The Chief Officer HR&OD through the service HR Team of the employing service must notify individuals of any posts where redeployment is a possibility.

It may be possible for more than one person to be identified as a potential for each post.

Employees must respond within 5 working days of the date of the letter indicating whether or not they are interested. Failure to respond within this timescale, without an acceptable reason, may affect their eligibility for further consideration for redeployment.

- (e) If an employee is not interested they must give a reason for this decision
- (f) If an employee is interested, the manager in whose area the vacancy lies will be sent the application(s) and will make arrangements for the person(s) to be interviewed. The employee seeking redeployment will be asked to complete an application or skills profile form in support of their interest in the post.

Suitability will be assessed against the essential criteria for the post concerned.

- (g) The outcome of all redeployment interviews will be notified to the Chief Officer HR&OD immediately after the interview has taken place. Where no appointment has been made the chair of the interviewing panel will advise the Chief Officer HR&OD of the factors influencing this decision and discussions will take place as to any reskilling or retraining that would be deemed beneficial. In all redeployment interview situations an HR representative must be present.

4. RE-TRAINING

- 4.1. It is not the intention of the Redeployment Process that employees should be redeployed to posts for which they are clearly unsuited, however the Council endeavors to offer appropriate retraining opportunities in order to support individuals in seeking redeployment. If at discussion stage or interview, the person is considered not to possess all the essential skills, an assessment will be made as to whether training/development is a practical solution.

5. TRIAL PERIODS

- 5.1. If considered necessary, a trial period may be agreed to by both parties for a period not exceeding 4 weeks. This period may be extended for a limited, defined period in circumstances where the Service agrees with the employee a longer period solely for the purposes of training.
- 5.2 The manager in whose area the trial period is taking place will confirm in writing the job title, main terms and conditions, details of training, if relevant, and what happens at the end of the trial period.
- 5.3 The employee will normally continue to receive their 'normal pay' and will continue to be paid by their original Service during this period.
- 5.4 Employees who accept a trial period will not be offered any other redeployment opportunities during the trial period. They are, of course, free to compete for any advertised vacancy.

- 5.5 The responsible manager within the “trial” Service will arrange to meet with the employee, together with an HR representative, during and towards the end of the trial period to determine suitability and to address any re-training requirements. The employee may be accompanied at such meetings.
- 5.6 If the trial period is found to be unsuitable by either the Service or employee then further redeployment may be considered. If the trial is successful to both parties the employee will be appointed to this position. The ‘new’ Service will confirm the appointment in writing.
- 5.7 Outwith the formal trial periods, Services are encouraged, as good practice, to co-operate with any requests for ‘taster sessions’, where this is practical. This would normally be for 2 – 3 days and aimed at giving an insight into new areas of work.

6. REFUSAL OF OFFER

- 6.1 If the employee refuses a redeployment opportunity the Chief Officer HR&OD will assess whether the employee’s refusal is reasonable, having regard to the following factors:

- Loss of status
- Significant change in job content
- Impact on pay
- Location
- Hours of work
- Capability to do the job
- Impact on personal circumstances

- 6.2 An unreasonable refusal of an offer of suitable alternative employment or other unreasonable non co-operation with the Redeployment Process will result in the person being removed from the Redeployment list. A ‘without prejudice’ discussion will take place.

- 6.3 All processes will be applied fairly and equitably.

7. TIME FRAMES

- 7.1. Other than those provided for above, employees for whom redeployment is sought will remain on the Redeployment List for up to 6 months calculated from the end of the week in which they first come on the list. The aim will be to make this process as short as possible, supportive

and to proactively identify skills, experience and interest to identify suitable vacancies.

- 7.2. In the event that it has not been possible to redeploy the person, a 'without prejudice' discussion will take place.

8. COST CONSIDERATIONS

- 8.1. On being redeployed through redundancy/re-structuring, where cash conservation becomes necessary, the employee will receive conservation of salary for 18 months. Employees requiring support will be made aware of the Money Advice Service.
- 8.2. Where there is a cash differential, related solely to previous working conditions, e.g. shift allowance, those allowances will continue for a maximum period of 3 months only. The employee will be made aware of this at interview stage and a statement to this effect will be included in the letter of appointment.
- 8.3. Any costs arising from the cash conservation element will be met from the budget of the original employing Service, as will any other additional costs such as travel costs, should such payment be necessary to facilitate the redeployment.
- 8.4. Redeployment through ill-health grounds will not normally result in any cash conservation beyond a maximum period of 6 months.

9. MAINTENANCE OF REDEPLOYMENT INFORMATION

- 9.1 The Chief Officer HR&OD maintains centralised information in order that the redeployment process can operate effectively.

Stirling Council

VOLUNTARY

SEVERANCE

SCHEME

VOLUNTARY SEVERANCE SCHEME

1. INTRODUCTION

The Scheme of Delegation to Officers provides for each Director to determine applications for early retirement within the approved regulations and policy direction of the Council, in consultation with the Chief Executive. Decisions on applications in respect of posts above the level of delegated authority for making appointments (up to but excluding Director level) are delegated to the Chief Executive.

- 1.1 Employees who retire at normal retirement age or by reason of ill health will be dealt with in accordance with the appropriate procedures.
- 1.2 The voluntary severance scheme will apply to Single Status, Craft and Chief Officials of the Council who cease employment by reason of voluntary redundancy or in the interests of the efficiency of the Council's service.
- 1.3 It should be noted that premature payment of benefits from the Local Government Pension Scheme can place a strain on the Pension Fund and excessive use of Severance may be reflected in the future level of the Council's contribution to the fund. Therefore there will be monitoring of the number of voluntary severance applications, which are granted.

2. GENERAL PRINCIPLES OF THE VOLUNTARY SEVERANCE SCHEME

- 2.1 The Scheme provides for the payment to eligible employees of a financial package, which can comprise of a permutation of the following components:
 - pension scheme benefits
 - an additional compensatory lump sum
 - additional compensatory pension
 - payment in lieu of unexpired notice
 - statutory redundancy payment (based on actual weekly rate of pay)
 - payment in lieu of outstanding annual leave

- 2.2 The level of benefits payable to employees under the scheme will be maximized within what is affordable (for example, payback within a period of 2 years) within the boundaries of the regulations covering severance and the financial implications to the Council, which will be relative to the potential efficiency or financial savings that may be achieved by reorganising or restructuring of Services, redesign of jobs, or changes to service delivery.
- 2.3 The costs of severance that are not met by the Superannuation Fund, will be charged to the employee's Service. In the case of compensatory pension, the annual cost will be borne by the employing Service until the employee or their spouse are no longer entitled to receive pension.
- 2.4 The Scheme should not be used to encourage poor performers to leave the employment of the Council. Cases of poor performance should be dealt with using the appropriate training and development techniques to improve the employees performance but ultimately, the employee may have to be dismissed in accordance with the Council's disciplinary procedure or Performance Capability Procedure.
- 2.5 When considering an application for severance under the Scheme, the Director should:
- Prepare a comprehensive assessment of the service delivery and financial implications for consultation with the Chief Executive. The financial implications must include a clear demonstration of the savings to the Council.
 - Consult with the Chief Officer HR & OD regarding the proposals for dealing with the employee's work.
 - Consult with the Trades Unions the proposals for dealing with the employee's work.
- 2.6 In the instance of a Service wishing to grant voluntary severance by reason of redundancy, the employee's duties must be reallocated to other employees, cease to be undertaken or a combination of both. In such cases the post must be deleted and not replaced. The post to be deleted will in most cases be the employee's post.
- 2.7 Where a Service wishes to grant voluntary severance by reason of 'in the interests of the efficiency of the service', the efficiency savings and/ or operational improvements in the longer term must be identified by the Director. This could include job redesign or alternative service delivery methods.

A redundancy payment will not be payable in these circumstances.

- 2.8 Where an employee has received a benefit under the Scheme they will not be re-employed by the Council. In exceptional circumstances the Chief Executive may approve the re-employment of an individual in consultation with the Chief Officer HR & OD and relevant trade union.
- 2.9 In any instance where a Service wishes to grant voluntary severance, either by reason of redundancy or in the interests of the efficiency of the Service, the appropriate Trade Union(s) must be consulted regarding the future proposals for dealing with the employee's work. In the event that no agreement can be reached, the Chief Officer HR & OD should be informed.
- 2.10 In the event that an application for voluntary severance is rejected, the applicant should be fully advised of the reason(s) for the rejection in writing. The employee may lodge a grievance in accordance with the Council's grievance procedure in this respect.

3. EMPLOYEES ELIGIBLE FOR VOLUNTARY SEVERANCE

- 3.1 To be eligible for consideration for voluntary severance, an employee must be or could have been a member of the Local Government Pension Scheme.
- 3.2 The eligibility for pension and compensatory benefits will be determined by reference to age, length of service and whether the employee is a member of the Pension Scheme. Statutory Redundancy entitlement is also shown. Eligibility is explained in the paragraphs that follow; and summarised in this table:

Age at Date of Severance Refer to para 3.3 (preserved rights)	Length of Service at Date of Severance	Pension Benefits (If applicable) <u>Mandatory</u>	Statutory Redundancy (if applicable)	Compensatory Benefits <u>Discretionary</u>	Paragraph for Reference
Under 55 or over	less than 1 year	Refund of contributions	Nil	Nil	
Under 55 or over	At least 1 but less than 2 years	Refund of contributions	Nil	Lump sum payment	4.3

Age at Date of Severance Refer to para 3.3 (preserved rights)	Length of Service at Date of Severance	Pension Benefits (If applicable) <u>Mandatory</u>	Statutory Redundancy (if applicable)	Compensatory Benefits <u>Discretionary</u>	Paragraph for Reference
Under 55	2 or more years	Pension Payable from age 60	Yes	Lump sum payment (incorporating Statutory Redundancy)	4.2
55 and over	at least 2 but less than 5 years	Pension and lump sum	Yes	Lump sum payment (incorporating Statutory Redundancy)	4.4
55 and over	5 or more years	Pension and lump sum	Yes	Added Years to Pension Fund Benefits (Statutory Redundancy deductions may apply see para 4.7), or • lump sum payment (incorporating any statutory redundancy)	4.5 & 4.6

3.3 Provided an employee has 2 years of Pension Fund membership, immediate Pension Scheme benefits are also payable in 2 circumstances: a) if an employee is 50 or over and has been Pension Scheme member since 5 April 2006, or b) reaches 55 before 1 April 2010 and has been a Pension Scheme member since 31 March 2009.

Age at Date of Severance preserved rights	Length of Service at Date of Severance	Pension Benefits (If applicable) <u>Mandatory</u>	Statutory Redundancy (if applicable)	Compensatory Benefits <u>Discretionary</u>	Paragraph for Reference
50 and over	5 or more years	Pension and lump sum	Yes	Added Years to Pension Fund Benefits (Statutory Redundancy deductions may apply see para 4.7), or • lump sum payment (incorporating any statutory redundancy)	4.6

4. COMPONENTS OF THE VOLUNTARY SEVERANCE PACKAGE

4.1 The voluntary severance package can be divided between mandatory and discretionary elements.

- The mandatory elements of voluntary severance are not negotiable and consist of the employee's Pension Fund

entitlement and, in the case of redundancy, the Statutory Redundancy Payment.

- The discretionary elements are negotiable with the employee. This is in order to enhance the employee's package while achieving savings to the Council. The elements that are negotiable are the number of Compensatory Added years to be awarded within the Compensation Regulations (1/80th scheme), the number of weeks payment in lieu of notice and, exceptionally the number of days payment in lieu of annual leave. Discretionary elements are only available where it is considered affordable.

4.2 If the employee is not eligible for access to pension and has completed two years' service the basic package may consist of :

- an immediate compensatory lump sum payment chargeable to the employing Service, calculated as follows:

Age at date of Severance	Number of weeks pay per completed year of service.
Under 22	0.5 weeks x 2.2
Age 22 and 40 inclusive	1 week x 2.2
Age 41	1.5 weeks x 2.2

- See Appendix 1, Ready Reckoner to calculate statutory weeks pay due which is then enhanced by 2.2 times.
- Preserved pension benefits will be awarded at the retirement age (employees should check with the Pension Scheme how this applies to their individual circumstances). Alternatively, the employee's pension rights could be transferred to another pension scheme.
- The lump sum payment is capped to no more than what the employee would have earned had they continued working until retrial age.

- 4.3 If the employee is aged under 55 or over and has completed 1 year but less than 2 years service the basic package may consist of :
- a refund of superannuation contributions, chargeable to the Superannuation Fund, and
 - an immediate compensatory lump sum payment equivalent calculated on basis of para 4.2
- 4.4 If the employee is age 55 or over and has completed 2 years but less than 5 years service the basic package may consist of :
- an immediate payment of the employee's accrued superannuation fund pension and lump sum, chargeable to the Superannuation Fund; and
 - immediate payment of a Statutory Redundancy Payment where the employee ceases by reason of redundancy, chargeable to the employing service.
- 4.5 If the employee is age 55 or over and has completed at least 5 years service the basic package may consist of :
- immediate payment of the employee's accrued Superannuation Fund Pension and lump sum, chargeable to the Superannuation Fund;
 - immediate payment of any compensatory pension and lump sum based on an award of Compensatory added years and chargeable to the employing Service and;
 - immediate payment of a Statutory Redundancy Payment where the employee ceases by reason of redundancy, chargeable to the employing Service.
- 4.6 The maximum number of compensatory added years that can be awarded is the **shortest** of the following periods :
- the number of years required to make up the employee's service to 40 years;
 - the period between the date of cessation and the employee's 65th birthday;
 - a period equal to the employee's accrued service;
 - 2016/17 = up to 6.67 years
 - 2017/18 = up to 3 years
 - 2018/19 = up to 1 year (Removed by Council Feb 2018)

The number of compensatory added years can be reduced in order to reduce the cost to the employing Service.

- 4.7 In addition to one of the above basic packages the employee may also receive payment in lieu of notice in respect of the unexpired period of the notice which is required to be given in accordance with the appropriate conditions of service, however this is in exceptional circumstances only as the notice period is usually worked. The employee may also receive payment in lieu of outstanding annual leave but this will only be authorised in exceptional circumstances where the employee has been unable to exhaust entitlement prior to employment ending.

Stirling Council

PROCEDURE FOR SELECTION FOR REDUNDANCY

*This section is for information.
It would only apply if all attempts to avoid
compulsory redundancy have been exhausted.*

1. INTRODUCTION

- 1.1 Stirling Council is committed to mitigating against compulsory redundancy and will seek to maintain job security wherever practicable. Redundancy will only be invoked after other processes have been exhausted, eg voluntary severance, recruitment freeze, matching and guaranteed interviews, and there has been a decision by Stirling Council to progress on this basis.

2. DEFINITION OF REDUNDANCY

- 2.1 Redundancy is defined in S. 139 (1) (S81. (2) EP (C) Act).

“For the purpose of this Act an employee who is dismissed by reason of redundancy if the dismissal is wholly or mainly attribute to:-

- (a) the fact that his employer has ceased or intend to cease (i) to carry on the business for the purposes of which the employee was employed by him, or (ii) to carry on that business in the place where the employee was so employed.

or

- (b) the fact that the requirement of that business (i) for employees to carry out work of a particular kind, or (ii) for employees to carry out work of a particular kind in the place where the employee was employed by the employer, have ceased or diminished or are expected to cease or diminish”.

- 2.2 For the sake of this procedure the definition has been divided into three ‘redundancy situations’. Every compulsory redundancy must be able to be classified as coming within one of these three categories:

- closure of the business
- closure of the employee’s workplace
- a diminishing need for employees to do the work available.

3. POOL FOR SELECTION

- 3.1 The first step in processing redundancies will be to determine the pool of employees identified as surplus.
- 3.2 Where a specific post or posts are identified as surplus, with the loss of all posts, then this identified group will form the surplus pool; or

- 3.3. Where a cut in service requires a specified number of posts to be lost from the total employee group then selection criteria should be applied. In this event the selection criteria will be applied to all people in the identified group of posts with equivalent or closely related duties and responsibilities. The surplus pool will be selected objectively on the basis of the criteria.

4. PROCESS FOR SELECTION

- 4.1 Director to meet with the Chief Officer HR & OD and determine the posts affected by the proposed cuts.
- 4.2 Where an individual post i.e. not one of a group of similar posts, is identified as surplus, proceed to stage 4.4 of this procedure.
- 4.3 Where it is necessary to remove a post, or posts from a group of similar posts, then the group should be treated as a pool. Director/Senior Manager/Manager with support from HR should meet to apply the selection criteria and thus agree on final selection.
- 4.4 The Director/Senior Manager and HR Adviser should meet with each person individually to confirm that he or she has been selected for redundancy. Selected employees will have explained to them at these meetings, the criteria used for their selection. Employees will be offered the opportunity of Trade Union representation at the meeting. Employees will be informed of their right of appeal against the decision.
- 4.5 Any appeal against selection will be considered by the Appeals Committee. Appeals can only be lodged on the grounds that the selection criteria has been applied improperly.
- 4.6 Whilst every effort will be made to deal with appeals expeditiously, the lodging of an appeal does not preclude notice being issued to an individual.

5. SELECTION CRITERIA

- 5.1 The first criterion for selection will be based on the need for the post in line with the definition of redundancy as outlined at Para. 2 to 2.2. Where it is determined that a post or group of posts is no longer required then the selection decision is made automatically.

- 5.2 When a choice has to be made between employees on selection for redundancy, individuals will be assessed against a number of factors, which will be agreed with the trades unions including: Qualifications, Knowledge, Experience, Performance Record, Disciplinary Record, and Attendance (excluding disability or pregnancy related absence). Scores will then be compared and the selection for redundancy will be made on the basis of the employee(s) with the lowest scoring. In the event of equal scoring, the selection will then be determined by the last criterion; (cost). Assessment under this criterion will be on the basis of the length of continuous local government service. This will provide the final criterion where necessary for the selection of the redundant employees from the pool.
- 5.3 For the purposes of this exercise local government service is counted as continuous service with any employer listed in The Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) as amended. Where necessary individuals will be required to provide documentary evidence of their service with an employer listed on the modifications order.
- 5.4 The HR Adviser for the Service will work together with the relevant managers to develop the assessment criteria with the trades unions, determine each employee's profile and measure this against the selection criteria.

6. ADDITIONAL SUPPORT

- 6.1 Stirling Council is committed to offering as much practical assistance as possible to employees identified for compulsory redundancy. This assistance will be aimed at helping individuals come to terms with the loss of employment and also practical support in finding alternative employment with other employers in the event that redeployment is not possible within the Council's services.
- 6.2 The types of assistance on offer will be:
- Access to Employee Counselling Services
 - Access to relevant skills training courses, workshops
 - Advice and guidance on job seeking e.g. interview skills, C.V. preparation etc.
 - Appropriate paid time off
 - Use of facilities
 - Access to independent financial advice.

7. TERMINATION ARRANGEMENTS

7.1 The arrangements for terminating employment will involve the following:

- Formal notice of termination being served at the meeting to confirm selection for redundancy, confirmed in writing.
- A statement of severance payments to be prepared for each employee selected.
- Confirmation of the failure to find suitable alternative employment. Refusal to accept any offer of alternative employment by an employee must be assessed to determine whether this should affect entitlement to a redundancy payment.
- A meeting with each Director/Senior Manager to confirm final arrangements for leaving and payment of redundancy entitlements.

8. REDUNDANCY PAYMENTS AND COMPENSATION

- 8.1 Employees who are dismissed by reason of redundancy, with over two years continuous service are entitled to a statutory redundancy payment in accordance with age and length of service. For the purposes of calculating entitlement to a redundancy payment, all continuous service with local authorities and other bodies defined by the Redundancy Payments (Local Government(Modification) Order 1999, as amended, is included.
- 8.2 Under the provisions of the above Order it is important to note that if a redundant employee is offered and accepts alternative employment by another authority or body covered by the order **before** the date of redundancy, and the new job starts within four weeks of the date of redundancy, continuity is preserved, there is no dismissal and there is no entitlement to a redundancy payment.
- 8.3 If the offer is made after the date of the redundancy, a dismissal has taken place and there is an entitlement where appropriate to a redundancy payment.
- 8.4 Employees who are redundant, and are Pension Scheme members, will access their benefit if they are entitled to do so with reference to age and scheme membership (refer to paragraphs 3 and 4 of the Voluntary Severance section which provides the eligibility criteria).
- 8.5 Employees who are made redundant and are not eligible for access to Pension will receive an enhanced redundancy payment, calculated with reference to their age and length of service in relation to the Statutory Redundancy weeks payable. This is then enhanced by 1.5 times to achieve a total number of weeks. A weeks pay is the normal weekly pay but is capped at the statutory maximum weekly pay for redundancy (£479 from April 2016). See appendix 1 Ready Reckoner to calculate the number of statutory weeks' pay due, which is then enhanced by 1.5 times.

Appendix 1