

# Managing Change Toolkit

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## **Introduction**

It can be challenging as a Senior Leader to identify the need to make changes to staffing; however, it is recognised that financial pressures along with external factors can lead to schools needing to review and adjust their staffing structure accordingly. As a Head Teacher, there may be times when such changes are necessary and you will need to work with staff to consult openly, consider feedback and apply changes to meet the needs of the school as fair as possible, whilst understanding the concerns of staff in scope of changes may feel in this moment.

In conjunction with advice from the schools HR Provider, the Managing Change Guidance is designed to help guide schools through the process of making necessary changes

## **Managing Change Quick Sheet**

This document is intended to be used as an overview of the steps taken throughout the process; more detailed advice should be sought from your named Senior HR Advisor / HR Provider.

**NB:** *A reduction in staffing should only be considered after all other options have been explored.*

### **Identifying the need to make staffing reductions**

1. Budget work undertaken and the need to reduce costs identified.  
*Schools should contact the Schools Finance Team to discuss this at the earliest opportunity.*
2. Head Teacher to have initial discussion with Governors regarding the need to make reductions in staffing.
3. Contact named Senior HR Advisor / HR Provider at the earliest opportunity to seek advice and discuss the area(s) of staffing being considered.

### **Staffing Reduction Panel**

4. Contact the Education Re-organisation Officer to book onto a Staffing Reduction Panel. Allow 2 'old style' terms to complete the process.
5. Complete Business Case, including rationale and proposed budget figures; return to Education Re-organisation Officer by specified date in readiness for Panel.
6. Attend Staffing Reduction Panel on scheduled date presenting case and outlining why a reduction in staffing is required. *Panel decision will be confirmed to the School in writing within 1 week of the panel meeting.*

### **Process to commence once panel approval is received**

7. Head Teacher to create consultation document and selection criteria (*with the help of HR*).
8. Start consultation period by holding staff meeting to explain the required changes, the rationale and how the school propose to achieve this. (*Where requested in writing, HR can provide redundancy estimates to those in scope considering voluntary redundancy*).
9. Consultation meeting with Trade Unions within the consultation period (giving 5 working days' notice where possible and an advance copy of the consultation document/selection criteria provided to Unions several days in advance of the launch of consultation).

**NB:** *It is advised that the meeting with Trade Unions is held on the same day as staff consultation, or as early as possible within the consultation period.*

10. End consultation and consider requests/alternatives.
11. Skills audit to be received.
12. Selection of individual(s) based on selection criteria and skills audit/interviews.
13. Inform individual(s) of their selection and their rights. Provide a date for representations meeting (allowing 10 days' notice).
14. Representations to Head Teacher. *This meeting should be arranged within 5 days if the individual or their union representative are unable to attend on this date.*
15. Within a reasonable timeframe following the representations meeting, inform the individual(s) of the outcome and their right to appeal.
16. Head Teacher to email HR to request notice to be issued.
17. Termination of contract (*HR to write to employee(s) to issue notice and confirm right of appeal; for Foundation & Voluntary Aided Schools, HR will provide a letter that must be sent by the Chair of Governors*).

#### **Appeal**

18. Employee(s) appeal heard by a panel of 3 (non-staff and previously uninvolved) Governors.
19. Within a reasonable timeframe of the appeal hearing, inform the individual(s) of the outcome (*termination may need to be rescinded if appeal is successful*).

**NB:** All employees with over 2 years' service may be entitled to redundancy payments. Please note that for the purposes of entitlement to redundancy pay; a period of continuous service includes service with other Local Authorities or a Community, Voluntary Controlled, Foundation and Voluntary Aided Schools. This is applicable to staff who are on permanent, temporary or fixed term contracts.

## **Template Consultation Document**

..... School

### **Staffing Reduction Consultation Document**

PRIVATE AND CONFIDENTIAL

Address to: Employees at risk

**Copy to Unions and/or Representatives**

Dear Colleague,

POTENTIAL STAFF REDUCTIONS AT ..... SCHOOL

I am writing to inform you that the Governors of this School have regrettably identified a potential redundancy situation and to invite you to participate in our consultations with a view to reaching agreement.

**The reasons for possible redundancy are;**

**The current staffing structure of ..... School can no longer be justified or sustained in light of:**

- **<enter rationale for the reductions>**

*It is therefore proposed to undertake a restructure of the <enter job category e.g. Administration / Teaching Assistant / Teaching> compliment within the school.*

Current Staffing Structure

The table below shows the existing staffing structure at ..... School.

**Current <enter job category> Staffing Structure at ..... School**

<job title> - <number> hours

<job title> - <number> hours

<job title> - <number> hours

Proposed Staffing Structure

The structure chart in this section shows the proposed staffing structure for September 2024 onwards.

**Proposed Staffing Structure at ..... Primary**

<job title> - <number> hours

<job title> - <number> hours

<job title> - <number> hours

The net result of these staff changes, will be a reduction of <enter number> hours <enter job title>.

The Governors' believe that the proposed structure serves the needs of a school the size of ..... Primary School more appropriately, whilst alleviating the financial burden of the high staffing costs proportionate to the overall budget.

**In Scope:**

As part of the above proposed restructure, the following staff are those identified as potentially at risk:

<enter employee name> – <enter job title>

<enter employee name> – <enter job title>

<enter employee name> – <enter job title>

<Insert if relevant - Please note that those who are retained in the new structure will need to be deployed as appropriate to meet the needs of the school which may mean deployment to a different class/year group than currently taught>.

**Out of Scope:**

The following posts are out of scope of the redundancy process and therefore will not be included in the selection pool:

<enter employee name> – <enter job title>

<enter employee name> – <enter job title>

<enter employee name> – <enter job title>

The proposed timetable for the reduction of Staff is as follows:

**Staff Meeting; <Enter date>**

This is a meeting with those staff potentially at risk to discuss the rationale for the reduction, the selection criteria and to explore possible alternatives to compulsory redundancy. Any voluntary solutions put forward will only be accepted if they meet the needs of the school in accordance with the proposed selection criteria.

**Consultation Period; <Enter date>to <Enter date>**

This meeting signifies the beginning of the consultation period which will continue until <Enter date>.

*Consideration will be given to any proposals/alternatives put forward during the consultation period including solutions such as voluntary reduction in hours, job sharing etc. The ongoing needs of the school in terms of retaining the highest level of skills and experience, will also be taken under consideration.*

*I am happy to receive any comments or queries you may have either verbally or in writing at any time during the 30-day consultation period. Alternatively, you may wish comments to be put forward via your trade union representative. The Trade Unions have been invited to participate in the consultation period.*

**In addition, within the consultation period, you may wish to express an interest in volunteering for redundancy. This expression should be in writing to me by not later than **<enter last date of consultation period>** and will be provisional subject to receipt of your estimate of benefits (if you wish to receive one). It is intended to request estimates for only those staff who submit a written expression of interest in voluntary redundancy.**

**If it were forthcoming, your offer would be taken into consideration and may be accepted only if it meets the needs of the school. You would then be expected to fully engage in the LCC Redeployment Scheme which may potentially result in your being offered a suitable alternative post within Lincolnshire County Council.**

**Formal Selection; **<Enter date>****

*After the consultation period, I will apply the selection criteria in order to identify the post(s) as potentially redundant on **<Enter date>**. Please find attached the proposed selection criteria.*

**In order to make an assessment against the selection criteria we will need to carry out a skills audit. Therefore, I would like you to put together a resume of your current roles within the school and any other skills and qualifications you may have which may benefit the school in the future. Please note that the deadline for the submission of the skills audit is **<Enter date>**.**

*I will then inform those staff affected in writing of the selection decision giving reasons for their selection on <Enter date>. The letter will also notify staff of their right to make representations about the proposal.*

**Representations Meeting; <Enter date>**

*I will meet to hear any representations from staff selected as to why they should not be declared redundant. The member of staff affected will be given at least 10 days notice of the representation hearing and informed of their right to be accompanied at the hearing by a work colleague or a Trade Union or Association representative. Please note that it is proposed that any such representation meeting is held on <Enter date>.*

*Following the meeting, my decision will be communicated orally and confirmed in writing. If the selection stands, the letter will also inform the employee affected of their right of Appeal to a panel of 3 Governors. An employee wishing to exercise this right should do so by writing to the Clerk to Governors setting out in full the grounds for appeal.*

**Termination of Contract Letter**

*If following the representation meeting my selection decision stands, I will notify the LA who will issue notification of termination of the contract to the employee(s).*

**Appeal**

*If, a subsequent Appeal to a panel of Governors reverses the dismissal the termination notice will be rescinded.*

**Payments and Effective Date**

*Any redundancy will be effective from <Enter date> or as soon as statutory notice periods allow, whichever is the later. Redundancy payments will be calculated in accordance with the County Council's policy and will be based on the actual weeks pay.*

### **Agency Worker Regulations**

You may be aware that the new Agency Worker Regulations came into force on 1<sup>st</sup> October 2011. These regulations specify that information should be provided to employees or their representatives on the school's use of agency workers in any redundancy situation.

**In accordance with this legislation, I confirm that no agency workers currently work at ..... Primary School.**

**<OR – delete as appropriate>**

**Insert detail regarding:**

- the number of agency workers working temporarily for and under the supervision and direction of the employer;
- the parts of the employer's undertaking in which those agency workers are working;
- the type of work those agency workers are carrying out.

**If you would like to discuss this information further please contact me by email at <enter email> or by telephone on <enter number> during the consultation period. If I do not hear from you, I will assume you accept the school have complied with the legislative requirement to provide you with this information and do not wish to discuss this further.**

### **Trade Union Consultation**

*The recognised Trade Unions have also been consulted and have been invited to a meeting at the school on <Enter date> at <enter time>. However, if you wish to put forward comments directly regarding these proposals including the selection criteria, please do so in writing to myself by not later than <Enter date – end of consultation period>.*

### **Attachments**

1. Managing Change Policy
2. Redeployment Policy

3. *Proposed Selection Criteria*
4. *Relevant Skills Audit Form*

*Yours sincerely*

*Headteacher*

*On behalf of the Governing Body*

## **Consultation Meeting – Staff Invite**

<Enter Date>

<Enter union>

Dear <Enter Name>

### **Invitation to Consultation Meeting**

*After very careful and detailed consideration, it is with regret that the Governors of <SCHOOL> have reluctantly decided to reduce the number of <ENTER POSTS EFFECTED eg Teaching posts/TA posts etc > at this school.*

*In light of the above I would like to invite you to a meeting to discuss this proposal. The meeting will signify the start of a 30 day consultation process.*

*The details for the meeting are as follows:*

**Date:** <ENTER DATE>

**Time:** <ENTER TIME>

**Venue:** <ENTER VENUE>

*At the meeting you will be provided with a consultation document which provides further details of the proposal and the rationale for it. The meeting is also an opportunity for you to put forwards any questions/comments about the proposals as well as any possible alternative solutions.*

The recognised trade unions will also been invited to participate in the consultation process and they will be invited to a separate meeting regarding this.

*Yours sincerely*

*Name*

*Head Teacher*

*On behalf of the Governing Body*

## **Consultation Meeting – Trade Union Invite**

<Enter Date>

<Enter union>

Dear <Enter Name>

After very careful and detailed discussion, the governors of <SCHOOL> have reluctantly decided to reduce the number of <ENTER POSTS EFFECTED> at this school.

I have attached a copy of the consultation document which will be shared with staff at risk on <date>, which is the first day of the formal consultation period.

Any redundancy will be effective from <DATE>, and any redundancy payment will be made in accordance with the provisions of the Employment Rights Act 1996 and Lincolnshire County Council's policy. Payments will be based on the individuals' actual weeks pay.

In light of the above I would like to invite you to a meeting within the consultation period in order for all trade union representatives to meet collectively to discuss this proposal. The details for the proposed meeting are as follows:

**Date:** <ENTER DATE>

**Time:** <ENTER TIME>

**Venue:** <ENTER VENUE>

Please contact me either in writing by email at <ENTER APPROPRIATE EMAIL ADDRESS> or by telephone on <ENTER NUMBER> by not later than <ENTER DATE> to confirm whether you will be

*attending the above meeting. If no responses are received by this date I will assume that you do not wish to meet with me and therefore this meeting will be cancelled.*

*If you have any queries in respect of the content of this letter please do not hesitate to contact me.*

*Yours sincerely*

*Head Teacher*

*On behalf of the Governing Body*

## **Consultation Meeting Agenda**

- 1) Introductions
- 2) Purpose of Consultation
  - To outline the proposals & rationale for them
  - Explore alternatives to compulsory redundancy
  - Will continue for 30 days
  - Staff can put forward comments/questions about the proposals at any time within the 30 days.
  - Unions have also been invited to participate in consultation in a separate meeting
- 3) Background
  - Governor approval on initial proposals
  - Attendance at LCC's Staffing Reductions Panel
  - What has been done to date to avoid a redundancy process so far
- 4) Rationale for proposed changes to staffing
  - Overview of financial information
- 5) Proposed New Staffing Structure
  - Overall reduction in fte
  - Proposed implementation date
- 6) Selection method and criteria
  - Also subject to consultation
  - Staff to complete skills audit to demonstrate how they feel they meet specific criteria, confirm deadline for submission
- 7) Right of Representations & Appeal
  - Individuals selected for redundancy have the right to make representations against the decision to terminate their contract.
  - Confirm date to be held on
  - Confirm right of representation by Trade Union or Work Colleague
  - Explain further right of Appeal to a panel of 3 Governors.
- 8) Questions/Discussion
  - Any questions you can't answer, please make a note of and say you will look into
- 9) Close
  - Reiterate proposals at this stage
  - Read document carefully and feedback any comments or questions within the next 30 days.

## **Consultation Concluded – Request Completion of Skills Audit**

Dear Colleague

### **Staffing Reductions**

I am writing further to the conclusion of the consultation period in respect of staffing reductions at <name> School. All comments and feedback received throughout the consultation have been fully considered by the school.

I am now in a position to confirm that the school have decided to proceed with the proposed reduction of <enter number FTE> <enter job role>

As this has not been achieved through a voluntary solution there is still a requirement for you to complete the skills audit form previously issued to you the deadline of which is <date>.

I appreciate that this has been a very distressing process for all involved and I wish to thank you all for your professionalism throughout.

Yours Sincerely

Head Teacher

## **Consultation Concluded – Voluntary Redundancy Solution – Skills Audit Not Required**

Dear Colleague

### **Staffing Reductions**

I am writing further to the conclusion of the consultation period in respect of staffing reductions at <name> School. All comments and feedback received throughout the consultation have been fully considered by the school.

I am now in a position to confirm that the school have decided to proceed with the proposed reduction of <enter number FTE> <enter job role>

I can confirm that this has been achieved through a voluntary solution; therefore there is no longer a requirement for you to complete the skills audit form previously issued to you the deadline of which is <date>.

I appreciate that this has been a very distressing process for all involved and I wish to thank you all for your professionalism throughout.

Yours Sincerely

Head Teacher

## **Consultation Concluded – Provisional Selection Undertaken**

Dear <Name>

### **Staffing Reductions**

I am writing further to my letter dated <date> informing you of the outcome of the consultation process and, the subsequent receipt of skills audits from all staff affected.

I am now in a position to confirm that a provisional selection process has been undertaken and I am pleased to inform you that, at this stage, you have not been identified as redundant.

The individual provisionally selected have been informed and this selection is subject to a process of representations and appeal as outlined in the consultation letter. Once this process has been completed I will update you.

If you have any queries in respect of the content of this letter please contact me.

Yours sincerely

**Name**

Head Teacher

## **Voluntary Redundancy Acceptance Letter**

Private & Confidential

\*  
\*  
\*  
\*

**Date**

**Dear (insert name),**

### **VOLUNTARY REDUNDANCY**

I write to acknowledge receipt of your letter in which you state that you would like to volunteer for redundancy from your post as (insert title) at (insert school). I have had the opportunity to review all the applications for voluntary redundancy that were submitted and am now in a position to communicate the decision regarding your application.

I am pleased to be able to inform you that I have decided to accept your application for voluntary redundancy.

Although you have volunteered yourself for redundancy, I am obliged to offer you the right to a 'representations' meeting. You therefore have the opportunity to make representations to me as to why you should not be dismissed from your current post on the grounds of redundancy with effect from xxxxxx. The representation meeting will be held on (insert date allowing 10 days notice) and you have the right to be accompanied by a work colleague or trade union representative.

Subsequent to any representations meeting, I am also required to make you aware of your right of appeal. Any appeal will be heard by a panel of 3 Governors.

Please note that should a post become available within school between now and the termination date of (insert date), which is suitable for you in light of your knowledge, skills and level of experience, this post will be offered to you as suitable alternative employment.

Similarly, although you have volunteered for redundancy, you are expected to fully engage in the LCC Redeployment Scheme which may potentially result in your being offered a suitable alternative post within Lincolnshire County Council.

If you decline to take up an offer of suitable alternative employment that is offered to you before the end of your current contract and commences within four weeks thereafter, you will **not be** entitled to a redundancy payment. This is because the refusal by an employee without good reason of an offer of suitable alternative employment has the legal effect that the employee loses his/her right to redundancy pay.

I have enclosed two copies of this letter; one is for your own records and one is for you to return to me. Please tick and sign the slip at the bottom of this letter indicating your intentions and understanding of this letter and return to me by (insert date).

Please let me know if you require any clarification on the content of this letter.

Yours sincerely

xxxxxx

Head Teacher

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Please delete the following as appropriate:

I DO / DO NOT wish to make representations against my dismissal on the grounds of redundancy from my current contract with effect from (insert date).

I understand that if suitable alternative employment is offered to me and I unreasonably refuse this offer, I will forfeit my right to a redundancy payment.

Signed:.....

Print name: .....

Date: .....

## **Skills Audit Form**

### **Relevant Skills Audit Form**

Criteria 1

.....

**Details of how met.**

Criteria 2

.....

**Details of how met.**

Criteria 3

.....

**Details of how met.**

Criteria 4

.....

**Details of how met.**

Criteria 5

.....

**Details of how met.**

Criteria 6

.....

**Details of how met.**

When completing, please ensure that you demonstrate how your skills and experience meet each individual criteria. The skills and experience may relate to:

Management of staff related: Mentoring skills, appraisals, leading staff training.

General management:                      School Development planning, current management responsibilities.

Key Stage Co-ordination:

Co-ordination of other school functions:

Training attended (giving details of what and when)

Age groups taught (giving details of age groups and when taught)

This is not an exhaustive list.

Signed.....

Print Name.....

Date.....

*Please note, information submitted after the specified deadline, will not be taken into account.*

## **Notification of Selection**

<ADDRESS LINE 1>

<ADDRESS LINE 2>

<ADDRESS LINE 3>

<ADDRESS LINE 4>

<ENTER DATE>

Dear <ENTER NAME>

Following the conclusion of the consultation period I am writing to confirm that, unfortunately, you have initially been selected for redundancy on the basis of the selection criteria previously notified to you. You were selected on the (e.g. 4<sup>th</sup>) criteria (*the criteria*).

You have the opportunity to make representations as to why you should not be made redundant to myself at a meeting which will take place at *(time)* on *(enter date when you will hear representations giving at least 10 days notice)* at the school. You may be accompanied by a School work colleague, recognised trade union officer or recognised trade union representative.

Please confirm in writing whether or not you want to make representations by completing the below declaration and returning this to be by not later than <enter date>.

If following representations it is decided to confirm your preliminary selection for redundancy you will be notified of the outcome along with your right to appeal. Any appeals will be heard by an Appeal Panel of three Governors established for this purpose.

Please contact me if you require further clarification on the procedure.

Yours sincerely

Headteacher

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Please tick the following as appropriate:

☐ I do wish to make representations against my dismissal on the grounds of redundancy.

☐ I do NOT wish to make representations or appeal against my dismissal on the grounds of redundancy.

Signed: .....

Print name: .....

Date: .....

## **Notification of Selection – Automatic Selection**

<ADDRESS LINE 1>

<ADDRESS LINE 2>

<ADDRESS LINE 3>

<ADDRESS LINE 4>

<ENTER DATE>

Dear <ENTER NAME>

Following the conclusion of the consultation period I am writing to confirm that, unfortunately, you have initially been selected for redundancy.

You have the opportunity to make representations as to why you should not be made redundant to myself at a meeting which will take place at *(time)* on *(enter date when you will hear representations giving at least 10 days notice)* at the school. You may be accompanied by a School work colleague, recognised trade union officer or recognised trade union representative.

Please confirm in writing whether or not you want to make representations by completing the below declaration and returning this to be by not later than **<enter date>**.

Please find enclosed a pack of documentation which will be referred to at the meeting along with a document outlining the running order.

If following representations it is decided to confirm your preliminary selection for redundancy you will be notified of the outcome along with your right to appeal. Any appeals will be heard by an Appeal Panel of three Governors established for this purpose.

Please contact me if you require further clarification on the procedure.

Yours sincerely

Headteacher

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Please tick the following as appropriate:

☐ I do wish to make representations against my dismissal on the grounds of redundancy.

☐ I do NOT wish to make representations or appeal against my dismissal on the grounds of redundancy.

Signed: .....

Print name: .....

Date: .....

## **Representations Meeting – Running Order**

The format for the meeting will be:

1. Management representative makes introductions and outlines the purpose of the meeting.
2. Management representative summarises the process to date (ie panel approval, consultation, selection method and selection decision).
3. The employee and/or colleague/representative make representations against the decision to dismiss on the grounds of redundancy. The employee can refer to documentation.
4. The management representative (and HR Adviser if present) may ask questions of the employee.
5. Adjournment for management representative to consider employee's representations.
6. Employee and colleague/representative return and the decision is announced.

## **Representations Meeting – Outcome Letter**

<ENTER NAME>

<ADDRESS>

<ADDRESS>

<ADDRESS>

<ADDRESS>

<Insert Date>

Dear <ENTER NAME>,

Further to the representations meeting held on <ENTER DATE>, I write to confirm that I have considered the reasons put forward by as to why your initial selection for redundancy should not be confirmed.

Full consideration has been given to the points raised by you and <enter summary explanation as to why the points have been rejected>

Therefore, it is with regret that I have decided to confirm your initial selection for redundancy.

You have the right of appeal against this decision and should you wish to exercise that right, you should do so in writing to me within ten working days of the date of this letter. Your letter of appeal should set out the grounds for appeal. I will then arrange for your appeal to be heard by a panel of three Governors.

As we discussed, redeployment support is available to you and I will be writing to you separately regarding this.

Yours sincerely

Head Teacher

## Statutory Redundancy Payments – Ready Reckoner

Service (Years)																			
AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18	1.0																		
19	1.0	1.5																	
20	1.0	1.5	2.0																
21	1.0	1.5	2.0	2.5															
22	1.0	1.5	2.0	2.5	3.0														
23	1.5	2.0	2.5	3.0	3.5	4.0													
24	2.0	2.5	3.0	3.5	4.0	4.5	5.0												
25	2.0	3.0	3.5	4.0	4.5	5.0	5.5	6.0											
26	2.0	3.0	4.0	4.5	5.0	5.5	6.0	6.5	7.0										
27	2.0	3.0	4.0	5.0	5.5	6.0	6.5	7.0	7.5	8.0									
28	2.0	3.0	4.0	5.0	6.0	6.5	7.0	7.5	8.0	8.5	9.0								
29	2.0	3.0	4.0	5.0	6.0	7.0	7.5	8.0	8.5	9.0	9.5	10.0							
30	2.0	3.0	4.0	5.0	6.0	7.0	8.0	8.5	9.0	9.5	10.0	10.5	11.0						
31	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	9.5	10.0	10.5	11.0	11.5	12.0					
32	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	10.5	11.0	11.5	12.0	12.5	13.0				
33	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	11.5	12.0	12.5	13.0	13.5	14.0			
34	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	12.5	13.0	13.5	14.0	14.5	15.0		
35	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	13.5	14.0	14.5	15.0	15.5	16.0	
36	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	14.5	15.0	15.5	16.0	16.5	17.0
37	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	15.5	16.0	16.5	17.0	17.5
38	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	16.5	17.0	17.5	18.0
39	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	17.5	18.0	18.5
40	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	18.5	19.0
41	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	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

AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
43	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0
44	3.0	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	3.0	4.5	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0
46	3.0	4.5	6.0	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	3.0	4.5	6.0	7.5	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0
48	3.0	4.5	6.0	7.5	9.0	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	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0
50	3.0	4.5	6.0	7.5	9.0	10.5	12.0	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	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0
52	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5
53	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0	26.0
54	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5
55	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.0	23.0	24.0	25.0	26.0	27.0
56	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	23.5	24.5	25.5	26.5	27.5
57	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.0	26.0	27.0	28.0
58	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	26.5	27.5	28.5
59	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.0	29.0
60	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	29.5
61	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0
62	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0
63	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0
64	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0
65	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0

1. Service below age 18 is calculated at 0.5 weeks pay per completed year of service
2. Service above age 65 is calculated at 1.5 weeks pay for each year of service and remains the same as at age 65 as the maximum entitlement has been reached
3. Maximum payment is 30 weeks' pay generated by calculating service backwards from the date of termination
4. Continuity of service is required and a seven day break in service would negate this continuity

## Enhanced Redundancy Payments (Up to 66 Weeks) – Ready Reckoner

Service (Years)																			
AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18	2.0																		
19	2.0	3.5																	
20	2.0	3.5	4.5																
21	2.0	3.5	4.5	5.5															
22	2.0	3.5	4.5	5.5	6.5														
23	3.5	4.5	5.5	6.5	7.5	9.0													
24	4.5	5.5	6.5	7.5	9.0	10.0	11.0												
25	4.5	6.5	7.5	9.0	10.0	11.0	12.0	13.0											
26	4.5	6.5	9.0	10.0	11.0	12.0	13.0	14.5	15.5										
27	4.5	6.5	9.0	11.0	12.0	13.0	14.5	15.5	16.5	17.5									
28	4.5	6.5	9.0	11.0	13.0	14.5	15.5	16.5	17.5	18.5	20.0								
29	4.5	6.5	9.0	11.0	13.0	15.5	16.5	17.5	18.5	20.0	21.0	22.0							
30	4.5	6.5	9.0	11.0	13.0	15.5	17.5	18.5	20.0	21.0	22.0	23.0	24.0						
31	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	21.0	22.0	23.0	24.0	25.5	26.5					
32	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	23.0	24.0	25.5	26.5	27.5	28.5				
33	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	25.5	26.5	27.5	28.5	29.5	31.0			
34	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	27.5	28.5	29.5	31.0	32.0	33.0		
35	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	29.5	31.0	32.0	33.0	34.0	35.0	
36	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	32.0	33.0	34.0	35.0	36.5	37.5
37	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	34.0	35.0	36.5	37.5	38.5
38	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	36.5	37.5	38.5	39.5
39	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	38.5	39.5	40.5
40	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	40.5	42.0
41	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	43.0
42	5.5	7.5	10.0	12.0	14.5	16.5	18.5	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0

43	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0
44	6.5	10.0	12.0	14.5	16.5	18.5	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5
45	6.5	10.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5
46	6.5	10.0	13.0	16.5	19.0	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5
47	6.5	10.0	13.0	16.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5
48	6.5	10.0	13.0	16.5	20.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5
49	6.5	10.0	13.0	16.5	20.0	23.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0
50	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5	54.0
51	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0	55.0
52	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5	54.0	56.0
53	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0	55.0	57.0
54	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	45.0	47.5	49.5	51.5	54.0	56.0	58.5
55	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	48.5	50.5	53.0	55.0	57.0	59.5
56	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	51.5	54.0	56.0	58.5	60.5
57	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	55.0	57.0	59.5	61.5
58	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	58.5	60.5	62.5
59	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	61.5	64.0
60	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	65.0
61	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
62	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
63	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
64	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
65	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0

1. Service below age 18 is calculated at 0.5 weeks pay per completed year of service
2. Service above age 65 is calculated at 1.5 weeks pay for each year of service and remains the same as at age 65 as the maximum entitlement has been reached
3. Maximum payment is 66 weeks' pay generated by calculating service backwards from the date of termination
4. **For Pension Scheme Members** - Service is defined as "service qualifying for pension purposes" ie the length of time an employee has been a member of the pension scheme, including service brought in from other pension schemes. However if using the continuous service date is more beneficial to the employee this will be used instead.

