

Change Management Policy

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Change Management Policy

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Change Management Policy

1. Policy statement

- 1.1 Thurrock Council recognises the need to remain responsive and flexible to change and to continually improve. We are committed to managing all changes, including those leading to redundancy and/or reorganisations, in a fair, consistent and legally compliant manner while communicating openly and transparently.

2. Scope

- 2.1 All permanent employees at Thurrock Council and schools based staff, where the school has adopted this policy. The application of this policy to fixed-term workers will be considered on a case-by-case basis depending on the circumstances of, and reasons for, the fixed-term post. Human Resources should always be consulted in these situations.
- 2.2 Employees working on seconded jobs in the affected area will normally be excluded from redeployment proposals if their substantive (original) job within the council still exists. However, seconded employees whose substantive job no longer exists will normally be included in proposals for the new structure.
- 2.6 This policy and procedure does not apply to transfers under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE regulations), for which there are separate, detailed statutory procedures. However, the aims and objectives of the Council in the case of TUPE (see section 3) will remain the same.

3. Aims & objectives

Thurrock Council aims to ensure:

- we adopt the processes and procedures which are most appropriate to the particular circumstances of each change, in terms of its size, nature and scope;
- there is regular communication with staff to explain the change, the reasons for it and the change process, conducting meaningful consultations with affected employees and trade unions;
- we seek to avoid or minimise compulsory redundancy dismissals by considering whether alternative measures are possible;
- where posts are deleted, we aim to retain employees' skills within the organisation, wherever possible, by conducting a thorough redeployment search;
- change is managed as quickly as is reasonable and appropriate to the circumstances. Management, employees and trade unions will work constructively together to minimise periods of disruption and uncertainty;

- the diversity implications are fully considered and employees potentially affected by any reorganisation are not subject to any unfair or discriminatory treatment;
- a fair and transparent selection process for allocating employees to posts in a newly reorganised service, is followed;
- part-time and/or fixed-term staff are not selected for redundancy based on different criteria from those applied to comparable full-time staff;
- offers of redeployment are made if they are considered appropriate, subject to reasonable training;
- we will look to mitigate the consequences of any redundancies by offering fair redundancy terms.

Change Management Procedure

1. Planning change

- 1.1 The need to change, anticipated benefits of change and how these benefits will be measured must be clearly articulated in order for the Council to commit to any change proposal.
- 1.2 If change is proposed across a whole directorate, department or service; if it is cross-cutting (i.e. across services) or if it is likely to have a significant impact on service delivery, a business case must be submitted to Directors' Board for approval. The business case should include:
 - (a) the current organisation structure, the reasons for change and a description of how the new structure will look;
 - (b) how the proposed changes will help Thurrock achieve its corporate and service-level aims;
 - (c) the potential impact on jobs and service delivery;
 - (d) how any risks associated with the change are to be managed;
 - (e) anticipated costs, including possible redundancy costs;
 - (f) communication and consultation arrangements;
 - (g) an analysis of the effects on equality;
 - (h) An action plan for putting the proposed changes into effect.
- 1.3 For all other proposed changes, a report should be written and then approved by the relevant director, finance, HR, diversity and legal services.
- 1.4 For large scale and/or complex change projects, a project team should be appointed, led by a change co-ordinator and supported by nominated HR officers and, where appropriate, other specialist officers.

2. Redundancy or change of contract

- 2.1 For any business case including proposals which put staff at risk of redundancy, the procedure starting at Paragraph 3 below should be followed.
- 2.2 An alternative procedure, in section 27 below, should be followed if it is proposed that staff remain in their current positions, but with revised contracts, e.g.:
 - changes in working hours;
 - changes in pay and benefits;
 - changes in methods of working.

In these circumstances, redundancy does not apply.

3. Redundancy

3.1 By definition, change exercises have a significant impact on jobs. Workers’ rights during times of change are linked to the legislation covering redundancy. In law, redundancies occur if employees are dismissed because:

- the Council has ceased, or intends to cease, to continue providing the service in which the employees are employed; or
- the requirements of the Council for employees to carry out work of a particular kind has or is expected to cease or diminish.

4. Duty to consult

4.1 The Council has a duty to consult recognised trade unions in good time about any employees (whether trade union members or not) likely to be affected by proposed redundancies. This includes employees who ‘may be affected by the measures taken in connection with those dismissals’, e.g. staff who will be asked to carry out reallocated work.

5. Timing of consultations

5.1 The statutory minimum consultation periods with trade unions are:

Employees to be dismissed at an establishment within a 90 day period	Minimum consultation period before first dismissal takes effect
20 – 99	30 days
100 +	90 days

5.2 Where fewer than 20 employees are at risk, a consultation period of 10 - 30 days is recommended, depending on the circumstances.

5.3 It should be noted that processes such as assimilations, competitive interviews, appeals and the issuing of notice of dismissal can all take place during the above consultation periods. Dismissals, however, can not occur until the 30/90 day notice period has expired.

5.4 A suggested project timetable, showing which actions should be taken before, during and after the statutory consultation period, is attached at Appendix 1.

6. Information to give the trade unions: Section 188 & agency workers

6.1 Written information must be provided to the trade unions. This will be done by Human Resources, in consultation with management. Where the statutory consultation periods in Paragraph 5 apply, this is known as a 'Section 188 letter', as there is a legal requirement to provide the following information under Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992:

- the reasons for the proposals;
- the numbers of and posts held by employees who are potentially redundant;
- the total numbers of employees of that description employed at the establishment;
- the proposed method of selecting employees for redundancy;
- the proposed method of carrying out the dismissals including the period over which the dismissals are to take effect; and
- the proposed method of calculating the amount of any redundancy payments.
- proposals for avoiding compulsory redundancies.

6.2 The following information should also be included in the Section 188 letter in accordance with the Agency Workers Regulations 2010:

- the total number of agency workers engaged by the Council;
- the parts of the organisation in which they work;
- the type of work they undertake.

6.3 The issuing of this letter will mark the start of the formal consultation period, and should be sent when the possibility of redundancies is a proposal, not a final decision.

6.4 Management should then engage in meaningful consultations with the trade unions in writing and face-to-face, as appropriate, and consider ways of avoiding dismissals and mitigating the consequences of them. There should be reasonable time to allow the union to respond to management's proposals, and consultations must be undertaken with a view to reaching agreement.

7. Notifying the Department for Business, Innovation and Skills (BIS)

7.1 When the above statutory consultation periods apply, there is also a duty to give BIS the same amount of notice of proposed redundancies by the completion of a Form HR1, which is available on the BIS website.

7.2 A copy of the completed form will be sent by Human Resources to the trade unions together with the Section 188 letter.

8. Individual consultation

- 8.1 Individuals should be warned of, and consulted about, impending redundancies at the earliest possible date; given details of compensation and offered support.
- 8.2 Consultation must be 'meaningful' and occur when the redundancies are still at the proposal stage.
- 8.3 Managers must ensure that individual consultations include the following three steps:
 - provide a written statement which gives the grounds on which the dismissal is being contemplated and invite the employee to attend a meeting to discuss the matter;
 - meet with the employee accompanied, if they wish, by their trade union representative or a work colleague;
 - give the employee the opportunity to appeal should the dismissal go ahead.

9. Automatic assimilation

- 9.1 Employees should be automatically assimilated into posts in the new structure where there is a match between the old and new jobs in terms of pay (same pay band/grade or one lower), job content (a match of at least 60% of principal duties), status and place of work. There must also be an equal or greater number of such posts in the new structure for automatic assimilation to apply.

10. Voluntary redundancy and other options

- 10.1 If it is not possible to assimilate all employees automatically, management may, at their discretion, enquire whether any employees wish to consider voluntary redundancy.
- 10.2 Management must decide whether to offer this option depending on:
 - the impact on the organisation if the individual(s) leaves, e.g. the loss of their experience and skills;
 - the cost of redundancy compensation and early retirement costs.
- 10.3 Other alternatives to compulsory redundancy should, where feasible, be used. These may include part-time working, minimising the use of agency staff and terminating the services of temporary staff (subject to the conditions outlined in section 2 of the Change Management Policy above).

11. Competitive assimilation & ring-fencing

- 11.1 Where the number of employees in a workgroup to be assimilated exceeds the number of jobs in the new structure, a selection process should be used. Employees will be issued with the new job description and any other relevant information pertaining to the new service. They will not be required to complete an application form although they may be asked to make a written expression of interest in a job and/or complete a supporting statement describing their suitability for the new job. Selection will be by interview and, where appropriate, a test, and will be undertaken in accordance with the Council's standard recruitment practices.
- 11.2 Where employees meet most but not all of the criteria for an automatic assimilation (9.1), for example the pay band is higher than their current role, and nobody else is an automatic assimilation for that post, they may be 'ring-fenced' to the post and selection will be determined via the same process as outlined above for competitive assimilation, in accordance with the Council's standard recruitment practices.

12. Displaced staff

- 12.1 If an employee cannot be assimilated into the new structure or is unsuccessful in the selection process, their manager and a member of HR will arrange to meet with them, accompanied by their trade union representative or a work colleague if they wish.
- 12.2 At the meeting, the employee will be issued with a written notice of redundancy and informed about their right of appeal, entitlements to redundancy payments and redeployment.

13. Redeployment

- 13.1 An employee should be placed on the redeployment register (held by Human Resources) when they become at risk of redundancy, which will normally be when their current job cannot be matched with one in the new structure.
- 13.2 Employees under notice of dismissal will be placed on the redeployment register for a period of up to 12 weeks (depending on their contractual notice entitlement) or on the expiry of any statutory consultation period (see Paragraph 5), whichever is the later.
- 13.3 Redeployees can apply for vacant posts if they will be able to acquire any necessary new skills to undertake their duties within a maximum of 13 weeks with structured training and development.
- 13.4 Redeployment will be subject to an interview and, where appropriate, a test. If there are vacancies in a redeployee's own service area, the

redeployee will be considered before any redeployees from other service areas, except for those on maternity or adoption leave (see Paragraph 17).

- 13.5 Any *offer* of redeployment must be made before a redundancy dismissal takes effect, and *must start* no later than four weeks after the previous job has ended. Where an employee's last day of service is on a Friday, Saturday or Sunday, the contract is treated as terminating on the following Monday.
- 13.6 Redeployees will also be notified of vacant posts in partner organisations of Thurrock Council (including other local authorities) where a reciprocal agreement exists to circulate vacancies to staff on their respective redeployment registers before advertising them more widely. In the case of Thurrock Council employees expressing an interest in posts with partner organisations, the procedures applicable to the partner organisation, with respect to application and interview, will apply.
- 13.7 Vacancies will only be circulated to redeployees of partner organisations if those vacancies have not been filled from Thurrock Council's redeployment pool first.
- 13.8 Where employment with a partner organisation is secured, legal redeployment rights will not apply.
- 13.9 Employees must consider all offers of suitable alternative employment. Those who unreasonably refuse an offer of suitable alternative employment may lose their entitlement to redundancy pay.

14. Right of appeal

- 14.1 The employee must submit any appeal in writing to the Head of Human Resources within five working days from the date of receiving the decision in writing, to select them for redundancy. The appeal may be on the grounds that:
 - the selection criteria have been wrongly or unfairly applied;
 - the employee has been unfairly denied an assimilation or redeployment opportunity; or
 - a significant part of this procedure has not been followed.
- 14.2 The appeal will be heard by the employee's director or their nominated deputy.

15. Pay protection

- 15.1 Where employees are assimilated or redeployed into a post at a lower grade or pay band, their salary (basic pay only) will be protected for a period of 12 months or until their new salary has caught up, whichever

occurs sooner. Job-specific payments (such as an irregular working pattern allowance) will not be protected unless they are applicable to the new post. Protected pay is not subject to pay awards or increments and will be protected to a maximum of one pay band only.

16. Trial period

- 16.1 Redeployment is subject to a statutory four week trial period, the purpose of which is for both the employee and manager to assess the suitability of the employee for the new job.
- 16.2 The trial period can be extended by agreement to a maximum of 13 weeks for the purposes of retraining only. Any such agreement should:
- be in writing and be made before the start of the trial period;
 - set out the date on which the period of retraining will end; and
 - set out the terms and conditions that will apply to the employee at the end of the retraining period.
- 16.3 During the trial period the employee will remain on their current terms and conditions. If successful, they would then receive the new terms and conditions. If the new post attracts a higher salary, backpay will be given for the trial period.
- 16.4 If the trial period is successful a dismissal does not take place.
- 16.5 If the trial period is unsuccessful, the employee will return to the pre-trial period situation as if it had not taken place and, if their notice expires, be made redundant.

17. Redundancy during maternity or adoption leave

- 17.1 An employee on maternity or adoption leave who is under notice of dismissal on the grounds of redundancy must be offered any suitable alternative vacancy available in preference to other employees.
- 17.2 If, however, redundancy does occur during maternity or adoption leave, the contractual obligations to both occupational maternity and adoption pay and the right to return will no longer apply.
- 17.3 If an employee who is pregnant or on maternity or adoption leave is dismissed they must be given a written statement of the reason for dismissal regardless of their length of service.

18. Notice of dismissal

- 18.1 Employees are entitled to the statutory minimum notice periods shown in the chart below, or contractual notice if it is greater. Contractual notice entitlements can be found in an employee's statement of particulars of employment.

Length of continuous service	Notice required
One month but less than two years	One week
Two years but less than three	Two weeks
Each additional year	One additional week
Twelve years plus	Twelve weeks

18.2 Provided the necessary consultation requirements are met, and assimilation, selection etc. processes completed, the Council can issue contractual notice to dismiss during the 30/90 day consultation period, however no dismissals can take place until after the 30/90 day period.

19. Time off to look for other work

19.1 Employees who will have at least two years' service when their notice of dismissal for redundancy expires have a legal entitlement to reasonable time off during working hours to look for other work or to arrange training. Time off should be paid, up to a maximum of 40% of a week's pay, i.e. two days in total for an employee who works five days a week.

19.2 Thurrock Council extends this provision to all employees who have been issued with notice of redundancy.

20. Continuous service

20.1 An employee must have two years' continuous service at the date of their dismissal in order to qualify for a redundancy payment.

20.2 Continuous service with employers covered by the Redundancy Payments (Modification) Order 1999 will be counted when calculating redundancy payments, up to a maximum of 20 years.

21. Redundancy pay

21.1 The Council will subject to consideration of relevant business cases consider making payments in accordance with the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006.

21.2 The following payments will be made, which in certain circumstances would allow for a maximum payment of up to 66 weeks actual pay. Total payments are inclusive of statutory redundancy payments.

Below age 55	Calculation for total payment
Use the statutory redundancy reckoner for the number of weeks pay	Number of weeks multiplied by 2 up to a payment of £30,000. Remaining weeks contributing to any payment over £30,000 multiplied by 1. Plus an additional weeks' pay for every year of service over 20 years. Maximum of 66 weeks' actual pay.
Over age 55 and a member of the Local Government Pension Scheme	Calculation for redundancy payment
Use the statutory redundancy reckoner for the number of weeks pay (Weeks will be paid at actual pay)	Ready reckoner weeks plus early payment of pension
Over age 55 and is not a member of the Local Government Pension Scheme	Calculation for severance payment
Use the statutory redundancy reckoner for the number of weeks pay	Number of weeks multiplied by 2 up to a payment of £30,000. Remaining weeks contributing to any payment over £30,000 multiplied by 1. Plus an additional weeks' pay for every year of service over 20 years. Maximum of 66 weeks' actual pay.

21.3 A week's pay will be calculated as the employee's annual salary divided by 52.1428.

21.4 A week's pay will be calculated using an employee's actual pay rate, and not the statutory limit.

A ready reckoner for calculating redundancy pay is attached at Appendix 2. Example calculations are attached at Appendix 3.

23. Early retirement on the grounds of redundancy

23.1 Employees in the Local Government Pension Scheme (LGPS) will qualify for an immediate pension if they are granted early retirement on the grounds of redundancy and are aged 55 or over.

23.2 The Council may, at its discretion, grant augmented pension service. This may be provided to an employee of any age.

24. Offer of a new job with a modification order body

24.1 Employees will not be entitled to a redundancy payment if they are offered employment with another body specified in the Redundancy Payments (Modification) Order 1999 if:

- the offer is made before the end of their employment with Thurrock, and
- the new job starts within four weeks of the date of redundancy.

Note: if an employee's last day of service with Thurrock is on a Friday, Saturday or Sunday, the contract is treated as ending on the Monday of the next week.

25. Taxation of payments

25.1 Redundancy payments are tax free for the first £30,000 (subject to changes in legislation – this may change accordingly).

25.2 Lump sum pension benefits are not taxable but annual pensions are. Those who receive a refund of pension contributions will have 20% deducted for tax.

26. Loss of entitlement to a redundancy payment

26.1 An employee who would normally be entitled to a redundancy payment may lose this entitlement where:

- The employee commits an act of gross misconduct and is dismissed.
- The employee leaves early before their notice has expired without the Council's agreement.

27. Change of contract

27.1 Where it is proposed to keep all employees in their current jobs but make changes to their contracts, this should be handled:

- through discussion directly with the employees affected, either individually or in team briefings, as appropriate; and
- in consultation with the recognised trade unions.

27.2 Employees and their representatives should be consulted about the proposed changes as early as possible, and dialogue should continue throughout the process.

27.3 Where it is proposed that 20 or more staff are to be offered revised contracts, statutory consultation periods equivalent to those in the redundancy procedure (see Paragraph 5 above) should be followed before any changes are made.

27.4 The following procedure should be used to change contracts:

- 1) The manager will notify each employee in writing of the proposed change and reason for it, and seek to reach agreement from the employee for the new contract terms.
- 2) Reasonable time should be allowed for the employee to respond to the proposals. Up to 10 working days is recommended.
- 3) The manager should aim to meet with the employees affected either individually or as a group. Employees have the right to representation at any such meeting.

Project Plan - XXXXX Service Date:XXXXXX						
Ref:	Milestones / Actions	Status	Responsible Officer (s)	Target Date	Date achieved	Comments
1	Pre-Formal Consultation					
A	Business case, including Analysis of the Effects on Equality, agreed at DB	Done	Director			
B	Project plan written	Outstanding	Project lead & HR			
C	Informal meeting with unions about business case	Outstanding	Director, project lead & HR			
D	Briefing for affected staff to include: business case, why restructure is happening, proposed assimilations, issue of new job descriptions	Outstanding	Project lead & HR			
E	Fortnightly consultation meetings to be scheduled with unions	Outstanding	Project lead & HR			
F	Staff meeting to be scheduled throughout the consultation period	Outstanding	Project lead			
G	Communication plan, intranet coverage, etc	Outstanding	Project lead, HR & Web Development Team			
H	Draw up staff list for old structure	Outstanding	Project lead & HR			
I	New job descriptions to be sent to HR for evaluation and Pay & Review Board for authorisation	Outstanding	Project lead & HR			
J	Assimilation process to be completed by managers. Managers will need to carry out an assessment of old job description to new (60% match)	Outstanding	Project lead & HR			
2	Formal Consultation Period (30/90 days)					
A	Issue of HR1 to BIS & unions, and s188 letter to unions	Outstanding	HR			
B	Individual consultation meetings with staff affected.	Outstanding	Management & HR			
C	Deadline for TUs to submit alternative proposals and suggestions (4 weeks from issue of s188).	Outstanding	Staff and TUS			

D	Fortnightly consultation meeting with unions and staff, including review of Analysis of the Effects on Equality and progress update.	Outstanding	TUs, project lead and HR			
E	Staff who are not assimilated to be given 5 days to lodge appeals against the assimilation process.	Outstanding	Staff and TUS			
F	Assimilation appeals to be heard	Outstanding	Project lead & HR			
G	Ring-fenced interviews completed by management, project lead & HR	Outstanding	Management, project lead & HR			
I	Obtain redundancy figures for displaced staff	Outstanding	HR			
3	Training					
A	Application writing/CV writing/interview techniques training	Outstanding	L&D			
B	Provision of information about new jobs within the proposed structure.	Outstanding	Service head			
	End of 30/90 day Consultation period					
4	Post Consultation Work					
A	Ring fenced interviews for surplus posts within the service open to all displaced staff.	Outstanding	Management, project lead and HR			
B	Creation of posts in new structure including managers appointed and spinal points	Outstanding	Project lead & HR			
C	Displaced staff to submit appeals to Director	Outstanding	Staff and TUs			
D	Appeals against redundancy to be heard	Outstanding	Director & HR			
E	Staff appointed to new positions					
F	Post-change Analysis of the Effects on Equality (AEE)	Outstanding	HR			

Ready reckoner showing how many weeks redundancy pay you are entitled to.

Service (years)	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Age (years)																				
17	1																			
18	1																			
19	1	1½																		
20	1	1½	2																	
				2																
21	1	1½	2	½																
				2																
22	1	1½	2	½	3															
23	1½	2	2½	3	3½	4														
24	2	2½	3	3½	4	4½	5													
25	2	3	3½	4	4½	5	5½	6												
26	2	3	4	4½	5	5½	6	6½	7											
27	2	3	4	5	5½	6	6½	7	7½	8										
28	2	3	4	5	6	6½	7	7½	8	8½	9									
29	2	3	4	5	6	7	7½	8	8½	9	9½	10								
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11							
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12						
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13					
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14				
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15			
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16		
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½	

38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	18	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30
62	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30
63	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30
64	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30
65+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

REDUNDANCY MULTIPLIER EXPLAINED
(for under 55 years of age or not in LGPS)

Up to 20 years' service:

Step 1: Work out number of statutory weeks via ready reckoner

Step 2: Multiply number of weeks by 2

Step 3: Multiply total number of weeks by actual weekly pay

= Uncapped amount

Step 4: Where total redundancy pay is greater than £30,000, the surplus should be halved so that it has in effect, been multiplied by one instead of 2.

= Total final redundancy pay

Example:

Service: 10 years

Age: 54

Calculation

Salary	£60,000	£35,000	£25,000
Weekly pay	£1,151	£671.23	£479.45
Ready reckoner weeks	15	15	15
Multiplied by 2	30	30	30
Multiplied by weekly pay	£34,530	£20,137	£14,384
Surplus over £30,000	£4,530	0	0
Surplus divided by 2	£2,265	0	0
£30,000 + surplus / 2	£32,265 (total payment)	£20,137	£14,384

Over 20 years' service:

Step 1: Work out number of statutory weeks via ready reckoner

Step 2: Multiply number of weeks by 2

Step 3: Add one week for every year of service over 20 (up to a maximum of 66 in total)

Step 4: Multiply total number of weeks by actual weekly pay

= Uncapped amount

Step 5: Where total redundancy pay is greater than £30,000, the surplus should be halved so that it has in effect, been multiplied by one instead of 2.

= Total final redundancy pay

Example:

Service: 30 years

Age: 54

Calculation

Salary	£60,000	£35,000	£25,000
Weekly pay	£1,151	£671.23	£479.45
Ready reckoner weeks	26.5	26.5	26.5
Multiplied by 2	53	53	53
Add one week for every year of service over 20 (up to maximum of 66 in total)	63	63	63
Multiplied by weekly pay	£72,513	£42,287	£30,205
Surplus over £30,000	£42,513	£12,287	£205
Surplus divided by 2	£21,257	£6,144	£103
£30,000 + surplus / 2	£51,257	£36,144	£30,102