



# Redundancy Policy

**Middlesex Learning Partnership Policy**

**Ratification Date** December 2010

**Reviewed:** As required

**Lead Staff Member owner** HR Manager

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## 1. Scope

This policy applies to all employees based in schools. However, redundancy payments will only apply to those employees who have more than 2 years continuous service at the date of termination.

For the purposes of this policy, an employee is as defined in [Section 230](#) of the Employment Rights Act 1996 or any substituting or amending legislation.

## 2. Purpose

The purpose of this policy is to ensure there is a structured process in place for dealing with employment matters and supporting employees during periods of change where the deletion of posts and staff redundancies may be involved.

## 3. General Principles

The Governing Body will aim, through an on-going process of planning and review of future staffing requirements, to avoid or minimise the risk of compulsory redundancies.

If redundancies appear necessary, the school will consult at an early stage and take appropriate steps to keep the number of redundancies to a minimum, whilst taking into account the future needs of the school.

The Governing Body will seek to ensure that the redundancy process is conducted with fairness, consideration and confidentiality.

An employee selected for redundancy will have the right to appeal if he/she feels the selection criteria was unfair and/or the methods of applying the selection criteria was unfair.

It is the expectation that staff will actively engage in the process of redeployment as redundancy is seen as a last resort.

## 4. Legal Definition of Redundancy

A redundancy arises where:

- The employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was so employed; or
- The employer has ceased, or intends to cease, to carry on the business in the place where the employee was so employed; or
- The requirements of the business for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish; or
- The requirements of the business for the employees to carry out work of a particular kind, in the place where they were so employed, has ceased or diminished or are expected to cease or diminish.

An employee who is dismissed shall be taken to be dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to the factors stated above.

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## **5. Measures to Avoid or Minimise Redundancy**

Early identification of the potential need to reduce staffing numbers is essential and can be achieved through forward planning. Projections of future pupil numbers, curriculum needs and financial resources will assist the school in this task. Likewise, projections of staff losses through retirement, promotion and resignations will give some indication of the potential mismatch between present and future resources.

Careful consideration should be given before any decision is taken to fill vacant posts or establish new ones. Strategies including awarding additional hours, issuing temporary or specific purpose employment contracts should be adopted if there is any doubt at continuing needs or if there are likely to be budget pressures.

## **6. Roles and Responsibilities**

### **6.1 Role of the Headteacher**

The Headteacher would report to the Governing Body on all matters relating to potential redundancies and would have the right to attend all meetings for the purpose of offering advice. It should be noted that the Headteacher would not be acting as a Governor.

### **6.2 Role of the Selection Committee**

The Selection Committee, consisting of three governors who are not staff governors and, ideally, not parent governors, would be charged with considering proposals for redundancy and subsequently has the responsibility for provisionally selecting/nominating employees for potential redundancy.

No other members of the Governing Body should be aware of details of the proposals: the Selection Committee should not include governors who have had prior involvement, who may have an interest or who may find personal conflict in any decisions taken.

### **6.3 Role of the Appeal Committee**

The Appeal Committee should consist of 3 governors who are not staff governors and, ideally, not parent governors, who have not been involved in any previous action or decision connected with the dismissals. The Appeal Committee will be responsible for considering appeals from staff who have been dismissed by reason of redundancy.

### **6.4 Role of Schools HR/Local Authority**

In the unfortunate circumstances of a school potentially needing to make redundancies, it is imperative that guidance is sought from the Schools HR Co-operative. Prior to agreeing to any redundancy payments to a maintained school, the Local Authority will need to be assured that a redundancy is legitimate and that all avenues have been explored to try and avoid a redundancy. Clear documentation will be required and it is advised that schools use the model Consultation Guidance even if they have not adopted the model Redundancy Policy and Procedure. Failure to provide relevant information may result in the Local Authority not meeting the redundancy costs of the school. This right is clearly set out in the Education Act Regulations under Section 37 paragraph 5.

## 7. Consultation

Employers are required to consult with the 'appropriate representatives' of any of the employees who may be affected (directly or indirectly) by the proposed dismissals or by any measures taken in connection with those dismissals.

The consultation should include ways of avoiding the dismissals, reducing the number of employees to be dismissed, and mitigating the effects of dismissals. Consultation must be undertaken with a view to reaching an agreement with the 'appropriate representatives'. This duty applies even when the employees to be made redundant are volunteers.

Where the Governing Body concludes that it is necessary to consider redundancies it will agree the proposal to be made to staff, the recognised trade unions or employees' elected representatives of the affected staff for consultation. At this stage no named individuals should have been identified as potentially redundant. If a unique post has been provisionally identified however, it will be self-evident that a specific individual is potentially at risk of redundancy.

Consultation should begin in good time and complete the process before any redundancy notices are issued.

There is no statutory set period for consultation laid down where the redundancies involve fewer than 20 employees, but it is recommended that as good practice to apply a minimum of 30 days consultation period before first dismissal takes effect following contractual/statute contractual notice periods.

In cases of a collective redundancy situation, where 20 or more redundancies are proposed, the statutory timetable for collective consultation should be regarded as a minimum and is as follows:-

Number of Employees to be dismissed at an establishment over a 90 day period	Consultation must being at least
20 – 99	30 days before the first dismissal takes effect
100+	90 days before the first dismissal takes effect

It is also necessary to notify the Secretary of State at the Department of Business, Enterprise and Regulatory Reform of proposed redundancies involving 20 or more employees at any one establishment over a 90 day period.

### 7.1 Consultation with Trade Union/Elected Employee Representative

Employers have a statutory duty to disclose in writing to the recognised trade unions or, in the absence of recognised trade union representative, elected employee representatives, the following information concerning proposals for redundancies so that they can play a constructive part in the consultation process:-

- The reasons for the proposals
- The numbers and descriptions of employees it is proposed to dismiss as redundant
- The total number of employees of any such description employed at the establishment
- The way in which the employees will be selected for redundancy
- How the dismissals are to be carried out, taking account of any agreed procedure, including the period over which the dismissals are to take effect.
- The method of calculating the amount of redundancy payments to be made to those who are dismissed.

In addition, it is recommended that the following be also included:-

- Appropriate budget information (current and projected) and likely shortfalls etc.
- Curricular provision
- Pupil number trends and projections
- Current and proposed structure charts

## **7.2 Consultation with Employees**

The obligation to consult also covers individual employees who are affected. The headteacher should arrange to hold a meeting with all employees within the specified employee group to inform them of the situation. The meeting should take place at the earliest opportunity. The same information will be given to employees as has been given to the Trade Unions/Elected Employee Representatives. Trade union representatives/elected employee representatives should also be invited to this meeting.

Employees who are absent from work due to for example maternity leave, long-term sickness absence will need to be included in the consultation process.

## **8. Selection Pool**

Employees will be potentially redundant if they are in the defined selection pool:

- Where a unique post with specific duties is deleted, the employee occupying that post would be identified as potentially redundant.
- Where numbers of staff employed in a generic post are reduced, all the employees in the generic post would be identified as potentially redundant.

## **9. Selection Criteria**

As far as possible, objective criteria, precisely defined and capable of being applied in an independent way should be used when determining which employees are to be selected for redundancy. The purpose of having objective criteria is to ensure that employees are not unfairly selected for redundancy. Care should be taken to ensure that the selection criteria are not directly or indirectly discriminatory on grounds of age, sex, race, disability, sexual orientation, or religion or belief.

The following are examples of selection criteria which may be adopted although this list is not meant to be exhaustive. Normally one criterion would be applied although in some cases a second criterion may be necessary; for example if there are more than the required number of staff in posts under proposal for deletion who meet the set criteria.

### **9.1 Skills and experience**

The needs of the school are the paramount selection criteria. Selection would be made on the basis of the needs of the school, the overriding principle being the maintenance of the school's curricular and pastoral needs. The needs of the school will have been identified through the process of forward planning and review outlined in Section 5 and will have been informed by the school's continuing development planning, the requirements of the National Curriculum and staffing and budgetary projections.

Selection would be determined by the fact that the requirements of the school for staff working with particular age groups, curriculum areas or for particular categories of pupils has diminished, ceased or are expected to do so.

At the same time, consideration will need to be given to projected needs of the school. Some staff identified as being at risk of redundancy may be able to offer skills or experience relevant to the school's future needs. It will then be necessary to carry out an assessment to determine whose skills and experience meet those needs and to what extent reasonable training and support might be available to enable those needs to be met. To assist this process employees should be asked to complete the appropriate Staff Profile Form given at Appendices 2 and 3.

The aim should be to maintain an appropriate balance of skills and experience by selecting for dismissal staff falling within the definition of redundancy who have no other relevant skills or whose skills are either not required at the school or are less needed in terms of the existing or future requirements of the school.

## **9.2 Attendance Records**

It will be necessary to ensure that records are accurate and reflect working days' absence. Before selecting on the basis of attendance it is important to know the reasons for and the extent of any absences. This is particularly important when considering sickness absence and it will be necessary to look carefully at the duration of the spells of sickness; for example whether an employee has had one continuous lengthy bout of sickness or whether the absences were of a more intermittent nature but over a longer period.

Absences related directly to pregnancy e.g., maternity leave and related sickness absence during pregnancy must be discounted. Also any periods of absence directly relating to an employee's disability should be discounted when using attendance as a selection criterion.

## **9.3 Disciplinary Records**

It will be necessary to ensure that records of any disciplinary action taken are accurate. They must involve 'live' sanctions on the employee's file with consideration being given to the nature of the original misconduct and the unspent life of the warning. Any records should be maintained in accordance with the school's disciplinary procedures.

## **9.4 Capability/Performance**

The criteria relates to individual standard of work performance. There should be objective evidence based on performance appraisal reviews to support selection. Any shortcomings in an employee's work performance should have been discussed with him/her prior to any potential redundancy consideration. This can be for example by means of an appraisal system or dealt with under the Capability Procedure.

## **9.5 Length of Service (LIFO – Last In First Out)**

LIFO is based on total, not continuous, service with the London Borough of Hillingdon and would include service with Foundation and Voluntary-Aided schools in Hillingdon.

LIFO should only be used as a last resort and in combination with other criteria, where all other factors are equal. It is vital that legal obligations, particularly with regard to discrimination, are taken into account when seeking to use this criteria.

Schools are strongly advised to contact Schools' Personnel Service in the first instance if this criteria is being considered.

## 10. Compulsory Redundancies

The agreed selection criteria should be invoked to select staff for potential redundancy. An employee who has been selected for potential redundancy should be notified of the decision at a meeting with the headteacher/designated person and informed of their right of appeal. This decision should then be confirmed in writing with details of the appeal process.

In respect of community schools the headteacher will notify the LA in writing of the staff who have been selected for redundancy. Where appropriate the LA will ensure that notice of termination of employment is given in the accordance with the contract of employment or the statutory rights of the employee concerned whichever is the longer period. The notice requirements under the terms and conditions of employment for teaching staff should be taken into account by the school in determining the timetable for consideration of these issues.

In the case of Foundation and Voluntary-Aided Schools, the termination letter to the employee will be issued by the Chair of the Governing Body.

## 11. Right of Appeal

An employee who has been selected for redundancy will have the right of appeal to an Appeal Committee of the Governing Body. At the Appeal Hearing the employee is entitled to be accompanied by a trade union representative, elected employee representative, work colleague or a friend. A member of the Governors Selection Committee involved in the selection/nomination process will be invited to attend to present the school's case. The LA representative is entitled to attend any meeting of the Appeals Committee.

Where an employee has been selected for redundancy from a specific employee group, the basis of the appeal can be:-

- The selection criteria were unfair and/or
- The methods of applying the selection criteria was unfair

Where the post is unique or where it has been deleted because the governing body have reached the view that the revised duties are sufficiently different to change the nature of the post and in effect create a different post, the member of staff may appeal against that decision.

There is no right of appeal against the need to reduce staff numbers or the criteria themselves.

An appeal must be made in writing to the Clerk of the Governing Body within 10 working days of the receipt of the termination letter.

The Appeal Committee will hear the appeal within 10 working days of receiving notice of an appeal. It is anticipated that most appeals will be heard during the notice period and if the appeal is upheld, notice would be withdrawn. Where the appeal takes place after the end of the notice period, the employee will be re-instated should the appeal be upheld.

The outcome of the Appeal Hearing should be confirmed in writing to the employee and LA within 5 days of the meeting.

## 12. Redeployment

The school will seek to redeploy any employee who is vulnerable to redundancy or has been provisionally selected for redundancy.



Throughout the period that an employee is vulnerable to redundancy up until the date that redundancy is effective, the Headteacher should ensure that the employee has reasonable access to where information about all vacant posts within the school is displayed. The employee should be invited to alert the Headteacher to any post for which he/she would like to be considered. Independently of the employee, the Headteacher will also consider if there are any vacant posts within the school that would provide the opportunity of reasonable alternative employment. If any such opportunities arise the Headteacher will notify the employee providing sufficient details of the post for the employee to make a considered decision.

Any offer of alternative employment will be subject to a statutory trial period of a minimum of 4 weeks' duration. Where retraining is necessary, the trial period may be longer, subject to prior negotiation and agreement. If the alternative employment is found to be unsuitable following trial, redundancy will take place as before the trial period.

In the case of Foundation Schools, the Governing Body will seek redeployment opportunities within the school. The Governing Body will also liaise with the LA to request that vacancies within the Council, LA and at other schools are made known to the employee. With employee's agreement, details of his/her skills and experience and preferences will be made known to the LA, Council and to other schools.

Please refer to the model Redeployment Procedure for further details and guidance.

An employee who is offered a post that is deemed to be suitable alternative employment, but unreasonably refuses to accept it, will lose their right to a redundancy payment.

### **13. Support for Potentially Redundant Employees**

Employees who are under notice of redundancy will be permitted reasonable time off with pay to look for alternative employment or to make arrangements for training.

The Governing Body should offer the facility for appropriate advice and counselling to staff under notice of redundancy, including practical assistance in completing applications and guidance on attending interviews where requested.

An employee who wishes to bring forward the date of dismissal on grounds of redundancy must discuss this with the Headteacher. If agreement is reached on an earlier date, the employee is still entitled to a redundancy payment but the payment will be recalculated with the date of dismissal being the expiry of the employee's notice period and not the date in the original notice of dismissal.

### **14. Modification Order**

If an employee on notice of redundancy and before the date of termination, is offered employment with another authority, he/she will lose the entitlement to a redundancy payment. This only applies where the offer is made before the end of the old contract and the employment starts within 4 weeks of the date of redundancy.

### **15. Tied Accommodation**

Where employees potentially to be made redundant are in tied accommodation, they may be eligible for re-housing into Council or Housing Association property under a secure tenancy. Where the employee was appointed to the tied post and was at the time an employee of the LA or was a staff member of a voluntary-aided school re-housing would be possible. It is essential that

information and guidance be obtained at the earliest opportunity for the Schools' Personnel Service.

## Redundancy Checklist

### Step 1:

At the time it is identified that there is a need to review the staffing structure, draw up a proposal for consultation with trade unions/elected employee representatives and employees. The proposal should include the current structure and the proposed structure together with the following information:-

- The reason for the proposals
- The numbers and descriptions of employees it is proposed to dismiss as redundant
- The total number of employees of any such description employed at the establishment
- The way in which the employees will be selected for redundancy
- How the dismissals are to be carried out, taking account of any agreed procedure, including the period over which the dismissals are to take effect.
- The method of calculating the amount of redundancy payments to be made to those who are dismissed.
- Appropriate budget information (current and projected) with likely budget shortfalls
- Curricular Provision
- Pupil number trends and projections

### Step 2:

If it is proposed to make 20 or more employees redundant the Secretary of State at the Department of Business, Enterprise and Regulatory Reform will need to be notified.

### Step 3:

Send proposal to trade union representatives/elected employee representatives and employees for consultation with a view to seek agreement. Period of consultation should be in line with Section 7 of this document.

### Step 4:

Invite affected employees to a meeting to explain the proposal. Employees should be advised to seek advice from their unions. It is recommended that trade union/elected employee representatives should also be invited to this meeting.

### Step 5:

At the end of the consultation period, consider all the views/suggestions received. Incorporate any views/suggestions which are considered acceptable and provide explanation for any which cannot be considered.

**Step 6:**

Following the consultation, having considered all the views expressed if there remains a need to consider compulsory redundancies the Governors will meet with the Trade Union representatives/elected employee representatives to agree selection criteria to be used to select employees from the selection pool.

If selection is to be based on skills and experience, a skills and experience audit will need to be carried out and the Staff Profile Forms (Appendices 2 and 3) can be used to assist this process.

**Step 7:**

Inform the employees selected for redundancy in writing of the decision and their right of appeal.

Community Schools should inform the LA of all staff which are to be dismissed so that formal notice of dismissal can be issued. VA and Foundation Schools will issue notice of dismissal for staff employed within these schools.

**Step 8:**

Employees selected for redundancy have a right of appeal. Employees must submit an appeal in writing within 10 days of receiving dismissal notice. The Appeal Hearing will be convened within 14 days of receiving the appeal. Appeals should be heard during the employee's period of notice.

**Step 9:**

Efforts for redeployment will continue throughout the period of notice

**Step 10:**

Consider additional support for employees:

- Advice and Counselling
- Reasonable time off with pay to look for alternative employment
- Practical guidance on completing application forms and attending interviews

**Staff Profile Form – Teacher****CONFIDENTIAL**

The purpose of the staff profile form is to give you the opportunity to provide the Governors' Selection Committee with up to date details of your skills, knowledge and experience. If you have any queries or concerns over the completion of this form, then please raise these with your Headteacher.

Please use additional sheets if you require more space for your response.

**School:****Name:****Present Post:****Current Job:****Year group(s) taught and (where relevant) subjects taught:****Other areas of job responsibility:**

- 1. Professional Standards for the job** (e.g. as described by the DCSF/TDA/ Professional qualifying bodies)
- 2. Commitment to raising standards of education** – (e.g. contributing to making the school one to which parents want to send their children and children want to attend; contribution to the well-being of children; demonstrating high expectations, etc).

**3. Contributing to the good standing of the school in the community** (e.g. gaining the respect and confidence of parents and governors; etc).

**4. Communication Skills** (e.g. demonstrated good relationships with others; effective written reports; etc)

**5. Flexibility and adaptability** (e.g. ability to contribute effectively to the development and implementation of new methods of working; etc)

**6. Skills and Competencies** (e.g. specific expertise that supports the school's future development)

**7. Keeping self professionally up to date** (e.g. steps taken to ensure an up to date knowledge of current education issues to enable an effective contribution to the school)

**I confirm that the information included in this form is accurate.**

**Signed (teacher's name)**.....

**Date**.....

**Staff Profile Form – Support Staff**

The purpose of the staff profile form is to give you the opportunity to provide the Governors' Nomination Committee with up to date details of your skills, knowledge and experience. If you have any queries or concerns over the completion of this form, then please raise these with your Headteacher.

Please use additional sheets if you require more space for your response.

**School:**

**Name:**

**Current Job Title:**

**Please detail your current job responsibilities:**

- 1. Professional standards for the job** *(please give examples of how you demonstrate your Professional abilities in your job)*
  
  
  
  
  
  
  
  
  
  
- 2. Commitment to raising standards of education** – *(Please give examples of how you contribute to making the school one to which parents want to send their children and children want to attend and how you contribute to the well-being of children).*
  
  
  
  
  
  
  
  
  
  
- 3. Contributing to the good standing of the school in the community** *(Please give examples of how you gain the respect and confidence of parents and governors; etc).*

**4. Communication Skills** *(Please give examples of how you demonstrate good relationships with others; colleagues, children, parents, governors; appropriate to your job)*

**5. Flexibility and adaptability** *(Please detail examples of your ability to contribute effectively to the development and implementation of new methods of working; etc)*

**6. Skills and Competencies** *(Please detail your specific expertise that supports the school's future development)*

**7. Keeping self professionally up to date** *(Please detail steps taken to ensure an effective personal contribution to the school)*

**I confirm that the information included in this form is accurate.**

**Signed .....**

**Date.....**



**Letter to Trade Union/Elected Employee Representatives**

Dear

I am formally notifying you of a potential redundancy situation at ..... school. This is due to .....

An initial meeting is to be held at the school on ..... at which you are entitled to be present. The purpose of the meeting is to inform staff of the situation and to explore fully the alternative way of addressing the situation.

It is hoped that the changes can be implemented by collaborative means and the need for compulsory redundancy can be avoided. However I am taking the precaution of advising you of the details set out in Section 188 of the Trade Unions and Labour Relations (Consolidation) Act 1992.

**1. Reasons for proposals**

.....

**2. The numbers and descriptions of employees it is proposed to dismiss as redundant**

It is anticipated that ..... (teaching/administrative/technical etc.) staff will be dismissed as redundant.

**3. The total number of employees of that description employed at the school**

There are ..... (teaching/administrative/technical etc.) staff currently employed at the school.

**4. The proposed method of selecting the employees who may be dismissed**

The Governing Body proposes to use the following criteria for selecting staff:

.....

**5. The proposed method of carrying out the dismissals including the period over which the dismissals are to take effect**

.....

**6. The method of calculating redundancy payments**

Redundancy payments will be in accordance with the statutory provisions. However payment will be calculated by reference to the actual week's pay.

It is hoped that a voluntary solution can be achieved and it will not be necessary to implement the changes by compulsory means.

Yours sincerely

**Letter to Employee – Selection for Redundancy**

Dear

**NOTICE OF REDUNDANCY**

With reference to our recent consultation with you in relation to your employment as ....., I now write to give you formal notice that your employment with the Council will terminate on the grounds of redundancy with effect from ....., which will be your last day of service.

**2.1 EITHER**

You are entitled to a period of ... weeks' notice of the termination of your contract. However, it has been decided that you will be given a payment in lieu of this notice, and therefore the termination of your employment has been brought forward to the date given above.

**2.1 OR**

You are entitled to a period of ... weeks' notice and this will be effective from ..... You will/will not be required to work during your period of notice.

In accordance with the Council's policy, you will receive the following approximate benefits. The first tranche of payments set out below are your statutory entitlements on redundancy, and these will be payable to you within 30 days of the termination of your employment, together with any other contractual payments that may be due to you. The second tranche of payments are discretionary and will be made after 3 months has elapsed following the termination date, provided that the Council has obtained verification from the various Courts that no action has been filed alleging unfair dismissal and you have written to the Personnel Service confirming that no such Court action has been initiated by you or your representative. It will take 2 – 3 weeks to arrange for the lump sum payment to be made following confirmation of these matters.

**FIRST TRANCHE**

Type of payment	£
Statutory redundancy payment	
Pension Fund lump sum	
<b>TOTAL LUMP SUM PAYMENT (not including any contractual payments due)</b>	
Per annum Pension Fund payments, paid in monthly instalments	

**SECOND TRANCHE**

Type of payment	£
Discretionary redundancy payment paid as a lump sum	

The above figures are estimated on the basis of a leaving date of ....., but the precise amount payable to you will be calculated by the Pensions Service and confirmed to you shortly.

Please note the following important points:

1. Your final salary payment will be made on your last working day or as soon as possible thereafter. In circumstances where your last working day occurs between the 16<sup>th</sup> and the last day of the month, the payment for the whole of the month will be paid on your last working day.
2. Your final salary payment may be made by cheque rather than through the BACS system. The Payroll Service will contact you directly regarding the collection of your final pay documentation and the Pensions Service will contact you regarding your redundancy and pension payments.
3. Lump sum payments of over £30,000 (excluding payments from the Pension Fund) are subject to tax.

In accordance with your conditions of service, you will be expected to take any outstanding annual leave during your notice period, unless you have been given written authorisation from your manager not to do so for service delivery reasons. If you are given pay in lieu of notice, this requirement will not apply to you and you will be paid for any outstanding leave that has not been taken during this annual leave year.

4. Reimbursement for annual leave not taken will be calculated in accordance with the apportionment arrangements set out in paragraph 28 of the Hillingdon Conditions of Service Handbook. This provides for the monthly salary payment to be divided by the number of days in the particular month to arrive at the daily rate payable.
5. You will not be permitted a redundancy payment if, on or before your last day of service, you receive an offer of further employment with a local authority or a similar employer covered by the current Modification Order and you take up employment with any local authority or similar employer not more than 4 weeks after your last day of service. Please let the Personnel Service know without delay if you accept such an offer or commence such employment not more than 4 weeks after your leaving date, so that appropriate financial adjustments can be made.
6. It is the Council's policy that every effort is made to redeploy staff who find themselves in a redundancy situation. Employees are expected to co-operate with the Council's efforts to redeploy them up to their last day of service and failure to do so may result in the forfeiture of the discretionary second tranche payments.
7. You are entitled during your notice period to reasonable time off work with pay to look for other employment or to arrange for training for future employment.

You have the right of appeal against the decision to declare your redundancy. Should you wish to exercise this right, you should put the reasons for the appeal in writing to me within one calendar week of the date of this letter. You must clearly state in the letter the reason(s) for your appeal and you should provide any supporting information. Your reason(s) should relate to possible failures of the Redundancy Policy and Procedure as stated in the attached document.

If you have any inquiries regarding the content of this letter, please contact your Personnel Advisor, who will be pleased to assist you.

Finally, I would like to place on record my appreciation of the work and contribution you have given to the Council, and I wish you well for the future.

Yours sincerely