
Redundancy

Policy and Procedure

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Policy

Aim

- 1 This policy covers those circumstances where jobs become redundant or where employees may be vulnerable to redundancy. It explains how the Council deals with such circumstances and what it is providing in terms of redundancy payments and other support to those employees. The Council is committed to managing organisational change in a way that is consistent with its values as well as meeting its legal obligations.
- 1.1 It is the Council's policy to ensure, as far as possible, security of employment for its employees during periods of change. The Council is committed to avoiding or minimising compulsory redundancies and measures will be fully considered in consultation with the Employee Side Secretary and the Recognised Trade Unions to seek to achieve this end; however it is acknowledged it may not always be possible to avoid them altogether.
- 1.2 The purpose of this policy is to ensure that, whenever reduction in employee numbers may become necessary:
 - The Council communicates clearly with all affected employees and ensures that they are treated fairly;
 - The Council tries to find ways to avoid compulsory redundancies, this could include seeking expressions of interest for voluntary redundancy;
 - The Council consults with employees, the Employee Side Secretary and the recognised Trade Unions;
 - Any selection for compulsory redundancy is undertaken fairly, reasonably and without discrimination.
- 1.3 The Council will ensure that all employees are kept informed of their rights at all stages and that communication is maintained with those employees on maternity leave or on secondment to an outside organisation or internally, or on sick leave.

Scope

- 1.4 This policy applies to all Council employees, except employees in locally managed schools and colleges and centrally employed teachers, whose jobs become redundant or who may be vulnerable to redundancy.
- 1.5 This policy does not form part of any employees' contract of employment and may be amended from time to time, (subject to consultation with the Employee Side Secretary and the recognised Trade Unions). Notwithstanding this point, any dispute arising from the application of this policy, procedure and guidance will be raised with and dealt with by the Council's Employee Joint Committee or escalated to formal dispute resolution procedures with the Local Government Association as appropriate.

Avoiding Compulsory Redundancies

- 1.6 Every effort will be made to avoid or minimise compulsory redundancies, examples of how this may be achieved are included in the procedure below.
- 1.7 Every effort will be made to find suitable alternative employment for staff vulnerable to redundancy.

Voluntary Redundancies

- 1.8 Voluntary redundancy means a willingness to be selected by the Council for dismissal on the grounds of redundancy.
- 1.9 Employees will be advised whether voluntary redundancies are open to them, as this may not be available in all circumstances.
- 1.10 In all cases, the acceptance of a volunteer will be at the Council's discretion and it reserves the right not to offer voluntary early retirement or redundancy or to refuse an application where it is not in the interests of the Council's business to do so.

Compulsory Redundancies

- 1.11 When it is not possible to avoid making compulsory redundancies, the Council will advise all affected employees, the Employee Side Secretary and the relevant Trade Unions. The Council will then consult.
- 1.12 In carrying out any redundancy exercise, the Council will not discriminate directly or indirectly and will comply with the requirements of the Equality Act 2010. Part-time workers and those working under fixed-term contracts will not be treated differently to permanent, full-time comparators.

Payments Made on Redundancy

- 1.13 In addition to any payment in lieu of notice that may be made, each employee selected for redundancy is eligible to a payment in line with the Council's redundancy payment policy. The Council reviews and revises this policy from time to time, in consultation with the Employee Side (trade unions). The Council's current policy, for redundancies is shown in Appendix 1.

Employee Support

- 1.14 The Council will offer support to employees selected for redundancy, and can also offer access to counselling, if required. Support will also be provided to those who are redeployed. Details are included in the procedure below.

Procedure

Aim

- 2 The Council will always try to avoid the need for compulsory redundancies but sometimes these may be necessary.
- 2.1 The Council will ensure that all employees are kept informed of their rights at all stages of the process. The Council will communicate with employees on maternity leave, shared parental leave (after 6 April 2015) or on secondment whether internally or to another organisation.

Scope

- 2.2 This procedure applies to all Council employees, with the exception of employees in locally managed schools and colleges and centrally employed teachers, whose jobs may become redundant or who may be vulnerable to redundancy.
- 2.3 This procedure is contractual and forms part of all employees' contract of employment.
- 2.4 The Council's Procedure and Guidance is compliant with the Council's Equality and Diversity Policy which meets the requirements of the Equality Act 2010 and will be applied in a non-discriminatory way. An Integrated Impact Assessment should be completed in line with the Council's Reorganisation Policy, Procedure and Guidance.
- 2.5 This procedure follows and meets all relevant legislation relating to redundancy and redundancy payments (as amended from time to time).

Avoiding Compulsory Redundancies

- 2.6 Every effort will be made to avoid or minimise compulsory redundancies.
- 2.7 The Council will seek to retain employees whose skills meet the existing and anticipated business needs.
- 2.8 Employees will be advised whether voluntary redundancies (VR) are open to them, as this may not be available in all circumstances. If VR is open, employees will be advised how to go about applying.
- 2.9 In all cases, the acceptance of a volunteer will be at the Council's discretion and it reserves the right not to offer voluntary early retirement or redundancy or to refuse an application where it is not in the interests of the Council's business to do so.

Compulsory Redundancies

- 2.10 When it is not possible to avoid making compulsory redundancies, the Council will advise all affected employees, the Employee Side Secretary and the relevant Trade Unions. The Council will then consult collectively and individually as below.

2.11 Every effort will be made in the first instance to avoid or minimise compulsory redundancy. Measures to help to avoid or minimise redundancy could include, but may not be limited to:

- Looking ahead for opportunities for retraining employees working in vulnerable areas of work;
- Planning the reductions as early as possible;
- Seeking voluntary early retirements and/or redundancies;
- Voluntary reduction in working hours;
- Reduction in non-contractual overtime;
- Reviewing and planning the use of temporary or agency staff and consultants;
- Cessation* of normal recruitment in the employee categories concerned.

*Cessation means stopping or deferring recruitment to posts where there might be opportunities for redeployment to ensure that employees under threat of redundancy can be considered for roles before advertising externally. This usually excludes specialist roles where redeployment would not be suitable.

2.12 Every effort will be made to find suitable alternative employment for staff who are vulnerable to redundancy, through the Redeployment Procedure.

Collective Consultation

2.13 During the redundancy exercise, the Council will commence collective consultation with the Employee Side Secretary, relevant Trade Unions and then with the affected employees on a one-to-one basis. The Council is legally required to notify the relevant Government Department where it proposes to dismiss as redundant 20 or more employees at one establishment within 90 days or less.

2.14 Where fewer than 100 redundancies are proposed, the minimum period that must elapse before the first dismissal is 30 days.

2.15 Where 100 or more redundancies are proposed, collective consultation must start at least 45 days before the first dismissal takes place.

2.16 Consultation begins with the provision of information on the proposals to the Employee Side and relevant Trade Unions.

2.17 Consultation with the relevant Trade Unions will cover all aspects of the redundancy exercise, but may specifically focus on:-

- Ways of avoiding / reducing compulsory redundancies and lessening the effect of any resulting dismissals including bumped redundancy, voluntary redundancy
- The selection process;
- The number of employees / roles affected;

- The measures proposed to be taken in connection with the dismissals (e.g. additional / resulting changes necessary within the affected department(s));
- Timings; and
- Payments due on termination.

Individual Consultation

- 2.18 During the redundancy process, individual consultation with affected employees will take place on a one-to-one basis with their relevant manager present.
- 2.19 Employees have the right to be accompanied by a workplace colleague, Employee Side Secretary, Trade Union Representative or Trade Union Official.

Selection Procedure

- 2.20 The Council operates a selection process contained within its Recruitment and Selection Procedure. The selection of process is based on retaining the necessary skills, qualifications and capabilities to support the business and which will be criteria used in redundancy exercises.
- 2.21 Managers sitting on selection panels need to have been trained and have regard to safer recruitment practices for posts involving working with vulnerable adults or children.

Bumping

- 2.22 The Council may consider 'bumping' by moving a redundant employee into another role and displacing an agency worker or dismissing as redundant the employee currently in that role. Bumping is the process of moving a potentially redundant employee (A) into another role, and dismissing the worker (B) currently performing that role. Worker B may or may not be an employee of the Council. Given the complexity of such decisions, they should only be considered with advice from HR and with the approval of the Executive Head of HR or as part of an agreed Council wide Voluntary Redundancy Programme.

Assimilation

- 2.23 Assimilation is the process by which the new structure is populated from current employees within scope of the reorganisation. Details on the application of assimilation are included in the Reorganisation Procedure and Additional Guidance.
- 2.24 The assimilation process should ensure that all affected employees will have access to details of the proposed new structure and will be invited to apply for the posts. Selection will be in accordance with the Council's Selection and Recruitment Procedure. Those staff successfully assimilated into new roles should be appraised by their manager with regard any amendments required to their Personal Development Plan and/or other training and experience.

Competitive Assimilation

- 2.25 In cases where competitive assimilation applies, all affected employees will have access to details of the proposed new structure and will be invited to apply for the posts. Selection will be in accordance with the Council's Recruitment and Selection Procedure, except where there is a requirement to adopt a different procedure (e.g. in respect of a disabled employee).
- 2.26 The selection will be made by a panel which will include the line manager and an HR representative.

Appeals

- 2.27 Employees have the right of appeal against assimilation outcomes. Details of which are contained in the Reorganisation Procedure.

Redeployment

- 2.28 Where formal notice of redundancy has been issued, the possibility of whether employees can be offered suitable alternative work will be considered, including those posts covered by agency staff and consultants.
- 2.29 Employees on the Redeployment List will be given preference in terms of being interviewed for suitable vacancies before any other applicants for the post are considered.
- 2.30 Interviews will be conducted by the relevant manager in accordance with the recruitment and selection policy and procedure. Where it is considered that the employee meets the minimum criteria of the person specification to carry out the duties of the post, they will be appointed to the post. The Council's Recruitment and Selection Procedure will apply to all interviews where more than one 'redeployed' employee is applying for the post.
- 2.31 To ensure the Council meets its responsibility on the redeployment of employees with disabilities, guidance should be sought from HR on the application for any special training measures.

Trial Periods

- 2.32 Where an employee is redeployed, the employee is entitled to a minimum trial period of 4 weeks.
- 2.33 Where an employee is redeployed to a job for which the capacity and place the employee works and the other terms and conditions of employment differ (wholly in or part) from the corresponding terms of their previous role, the alternative employment is being offered on different terms. The statutory 4 week trial period would apply.
- 2.34 Where an employee is redeployed to a job which requires substantial retraining, there will be an extended trial period of up to 3 months (or up to a maximum of 6 months where mutually agreed).

Salary Buy Out or Protection

- 2.35 If the basic salary/wage and London Allowance of a discontinued post (but excluding all other conditions/allowances peculiar to the job) exceeds that of the "suitable"

alternative job, the Council will provide mark-time protection for up to one year calculated on the difference between the employee's existing basic salary and the basic salary of the suitable alternative post. The existing basic salary will be 'frozen' until such time as the basic salary catches up with the protected salary (through the application of any pay increase) or for the period of time notified to individual whichever is the sooner (with effect from 1 April 2016, the pay protection period will be up to 2 years and with effect from 1 April 2018, the pay protection period will be up to 18 months). In some cases where the salary difference is negligible with the agreement of the manager/HR manager, a lump sum 'buy out' may be applicable.

Payments Made on Redundancy

- 2.36 Employees selected for redundancy are eligible for a payment in line with the Council's policy on redundancy payments (see Appendix A). Any payment over and above the statutory requirement is discretionary and may be reviewed from time to time.
- 2.37 Employees will be entitled to written notice of the effective date of termination of their employment and written confirmation of the payments they will receive.

Time Off During the Notice Period

- 2.38 All employees selected for redundancy have specific rights (Sect. 52-53 Employment Rights Act) to may take reasonable time off during their notice period (if worked) to:-
- Attend interviews to find new employment;
 - Utilise outplacement support; and/or
 - Attend relevant training for future employment.
- 2.39 The employee must agree such time off in advance with their manager so as to minimise disruption to the on-going needs of the business. Time off should not be unreasonably refused for specific appointments and job search activities.
- 2.40 Managers may refuse time off due to business needs, but should provide alternative time off in such circumstances. Time off for job interviews should not be unreasonably refused.
- 2.41 Employees continue to be subject to the terms and conditions of their contract of employment and Council policies and procedures until their last day of notice has expired. They therefore remain accountable for acceptable standards of conduct and performance.

Outplacement Support

- 2.42 Outplacement workshops are available to employees selected for redundancy. Employees are advised to speak to their manager or Human Resources for further details.

Appeal

- 2.43 If an employee considers they have been unfairly selected for redundancy, they may appeal in writing within 10 working days of receiving notice of their redundancy to HR, setting out the grounds of appeal.
- 2.44 A hearing will be convened as soon as possible within 10 working days after receiving the grounds of appeal.
- 2.45 All appeals will be heard by an independent appeal panel, whom will have no prior knowledge of the case, and which will normally comprise of:-
- An officer from the employee's Directorate selected by the Executive Head of Service in the Directorate;
 - An officer from another Directorate, at an appropriate level bearing in mind the level at which the notice was issued;
 - The Joint Executive Head of Human Resources (or representative), who will be part of the decision making with those above.
- 2.46 The Council endeavours to complete all appeals within one month from receipt of notice of redundancy.
- 2.47 Employees have the right to be accompanied by a workplace colleague, Employee Side Secretary, Trade Union Representative or Trade Union Official.

Additional Guidance

Aim

- 3 The Council is committed to ensuring that its managers and employees understand the Council's Redundancy Procedure and how it is applied in practice. This guidance is designed to aid the understanding of key stages of the procedure.
- 3.1 Where there is any doubt as to how the procedure is applied, Human Resources should be asked to provide the necessary clarification.

Scope

- 3.2 This Guidance is intended to provide guidance to those who are involved in the circumstances where redundancies occur or may occur as a result of organisational change. It provides guidance and further detail relating to the Policy and Procedure above.
- 3.3 This guidance does not have contractual status and may be amended by the Council from time to time in consultation with the Employee Side and recognised Trade Unions.

Definition of Redundancy

- 3.4 Redundancy is used to describe a situation where an employer decides to reduce the number of its employees, either within the business as a whole, or within a particular site, business unit, function or job role.
- 3.5 Broadly speaking, redundancy situations fall into 3 categories (all of which are considered in detail in this practice note):-
- A business closure (that is, closure of the business altogether).
 - A workplace closure (that is, closure of one of several sites, or relocation to a new site).
 - The diminished requirements of the business for employees to do work of a particular kind.

Note: 'Voluntary redundancy' means a willingness to be selected for dismissal on grounds of redundancy by the Council.

Collective Consultation

- 3.6 As set out in the Redundancy Procedure, the Council will consult with the Employee Side Secretary and relevant Trade Unions where it proposes to make redundancies.
- 3.7 The timescales for consultation set out in the Redundancy Procedure comply with statutory requirements.

Individual Consultation

3.8 Individual consultation is an important part of the Council's redundancy process.

Managers should ensure that through individual consultation the affected employees are aware of the reasons for the proposed redundancies, the selection criteria to be applied and its application to them, and the existence of alternative employment. Individual consultation on these issues is central to ensuring fairness.

3.9 The employee has the right to be accompanied by a workplace colleague, Employee Side Secretary, an official employed by a trade union or a workplace trade union representative.

Selection

3.10 A structured interview can be used and is a reliable method of gaining evidence of suitability for redeployment. However, it may be possible that other methods of selection are required, particularly where there is more than one candidate. Selection methods include:

- Testing ability or knowledge through work-based tests;
- Practical exercises;
- Paper-based ability or knowledge tests;
- In-tray exercises;
- Presentations; and/or
- Occupational tests.

3.11 For guidance in relation to the selection procedure, please refer to the Council's Recruitment and Selection Guidance.

Redeployment

Offer of Suitable Alternative Employment

3.12 The dismissal of an employee for redundancy may be unfair if the Council fails to make a reasonable search for suitable alternative employment.

3.13 Access is provided for affected employees to see all vacant roles within the Council. Clearly, not all affected employees will have the necessary skills for all roles. Where it is considered that the employee meets the 'minimum' requirements of the person specification to carry out the duties of the post, he/she shall be appointed to the post.

3.14 Any employees at risk of redundancy who are on maternity leave, adoption and additional paternity leave have special legal protection, in that they have an automatic right to be offered any suitable vacancies whether or not they are the best candidate.

3.15 Where appropriate, there is a priority to redeployment opportunities dependent on whether the employee is currently *on notice* of redundancy, or whether the employee

has been placed *at risk* of redundancy. Employees on notice of redundancy should take preference. Employees who are at risk of redundancy would then take preference once employees on notice have been made aware of roles and have stated whether they do / do not wish to apply. All other employees on the Redeployment List will then be able to view the roles.

- 3.16 The Redeployment List is an Excel spread sheet on which 'redeployees' are listed. The List is maintained by the Human Resources Business Partners, who put employees on the List at the point of either (a) notification of selection for an assimilation or ring-fencing interview, or (b) formal notification of redundancy where no assimilation or ring-fencing is required.
- 3.17 Those on the Redeployment List will be notified of vacancies as they arise, which will include details of the job description, person specification and a shortened application form. It is the employee's responsibility to inform recruitment of any expression of interest as soon as possible and within any deadline set.
- 3.18 If redeployment is not secured during the employee's notice period (where this is worked), the employee will be notified of this and informed of the payments they will receive on termination.
- 3.19 An employee's contract of employment will not come to an end if the Council offers and the employee accepts suitable alternative employment.
- 3.20 A job constitutes suitable alternative employment if:
- The work must be the same as, or not substantially different from, the previous work and must be suitable for the employee, depending on:-
- How similar the work is to the current job (it has to be substantially similar in terms of the skills / responsibility); and
 - The terms of the job being offered: E.g. permanent to permanent; shift working to shift working; the pay (including benefits); & grade: status (including job title); hours and location.
- 3.21 The job description and person specification will detail the minimum criteria necessary for an individual to do the job. The employee must be able to meet the minimum requirements in the person specification or where appropriate, can acquire them within a specified period of time (normally 3 months but up to 6 months by mutual agreement). However, some criteria may be essential.

Refusal of Suitable Alternative Employment

- 3.22 Where an employee unreasonably rejects an offer of suitable alternative employment (or unreasonably resigns or gives notice during a trial period – see below), they may forfeit their right to redundancy payment.
- 3.23 An unreasonable refusal may arise where the differences between the old and new role are minor or negligible, or where the employee refuses to give reasonable consideration to the changes the new job may involve.

- 3.24 A refusal may be reasonable if for example there is a valid reason relating to a protected characteristic or where the job involves substantial domestic upheaval (e.g. the need to move house, or where an employee has carer responsibilities).
- 3.25 A meeting should be held with the employee to discuss the reasons for the refusal. At this meeting the employee is entitled to be accompanied by a workplace colleague, Employee Side Secretary, Trade Union Representative or Trade Union Official.
- 3.26 The fact that an employee is willing to undertake a trial period is not evidence that they consider the alternative employment to be suitable, since that would undermine the reason for providing a statutory trial period.

Failure to Offer Alternative Employment

- 3.27 Where a redeployee fails to meet the 'minimum' requirements of the person specification or is not successful at interview, the appointing manager will provide written feedback to the redeployee outlining the reasons for this. The appointing manager must show that they have considered the minimum requirements and whether the candidate could reasonably acquire them within a specified period of time (normally 3 months or by agreement up to a maximum of 6 months).
- 3.28 The redeployee should have a right of appeal against the decision not to appoint. The appeals panel should be made up of a Manager, HR and Employee Side Representative.

Other Redeployment Opportunities

- 3.29 Where an employee wishes to be redeployed, but not into a post which is deemed to be a suitable alternative, they may choose to do so. Such posts by their nature will usually not meet the criteria for a suitable alternative post (this is known as alternative employment, as opposed to suitable alternative employment). For example, this may be because of a different salary, have a different status, or reduced or increased level of responsibility.

Trial Periods

- 3.30 As set out in the Procedure above, where suitable alternative employment is offered, the Employee has a statutory right to a minimum of a 4 week trial period if the terms of the new employment differ in any respect from the employee's existing terms. The trial period allows the employer and employee the opportunity to undertake the alternative employment with a view to consider its suitability.
- 3.31 The Council will provide an extended trial period of up to 3 months (or up to a maximum of 6 months, where mutually agreed). This is dependent on the duties of the deployment and the development needs of the employee.
- 3.32 The trial period is designed to provide development support to the employee and evaluate whether they meet the full criteria of the new role on a permanent basis. Regular review meetings should take place and evidence-based feedback provided to

the employee about their progress against the criteria for the role and additional training be provided as required.

- 3.33 If it becomes clear that the employee cannot fulfil the key criteria (with additional support, training and development), the trial period can be terminated at any suitable point, or on its expiry. If following the trial period the employee does not meet the required standards for the role or considers the role unsuitable they will be returned to the Redeployment List for the remainder of their notice period, or be dismissed on the grounds of redundancy.
- 3.34 If the employee successfully meets all the criteria of the role, they will be confirmed in post on a permanent basis.

Payments Made on Redundancy

- 3.35 Written notice will normally be given in accordance with the terms of their contract, but will be no less than that provided for by statute. Statutory notice is one week for every complete year of service, up to a maximum of 12 weeks.
- 3.36 Employees selected for redundancy are eligible for a payment in line with the Council's policy on redundancy payments, which is discretionary and reviewed from time to time.
- 3.37 The Council's current policy is shown in Appendix A.

DATE OF IMPLEMENTATION

With effect from: 1st April 2016

Appendix A

The Council's current policy for redundancy pay is:

- To continue to calculate redundancy pay on the basis of an employee's actual week's pay – waiving the statutory ceiling;
- To pay a multiplier of x 1.5 the number of weeks an employee would be entitled to under the statutory redundancy pay formula, i.e. up to a maximum of 45 weeks' pay, depending on age and service (see Appendix B for a copy of the current statutory redundancy pay calculator)

Any payment over and above the statutory requirement is discretionary and may be reviewed from time to time.

Eligible employees aged 55 or over who have been a member of the Local Government Pension Scheme for at least two years at the date of termination, will be able to receive their pension benefits built up to their leaving date.

Appendix B

Statutory Redundancy Pay Calculator

To calculate the number of weeks' statutory redundancy pay, read off the employee's age and number of complete years' service.

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

- The table starts at age 17 as it is possible for a 17 year old to have 2 years service.
- Employees must have a minimum of two years' continuous service to qualify¹. There is a maximum cap of 20 years' service in the redundancy payment calculation.

¹The Redundancy Payments (Continuity of Employment in Local Government, etc.) Modification Order 1999 (SI 1999/2277) provides that employing authorities must count continuous service for the purposes of determining a redundancy payment as including all continuous local government and other relevant service in accordance with a Schedule set out in the Order.