APPENDIX B

RE-ORGANISATION AND REDUNDANCY TOOLKIT

Contents

1.0  Standard Operating Procedure for Restructurings
Appendix 1 – Section 188 letter to be sent to UNISON
Appendix 2 – Invite to Consultation for Affected Employees – Group Consultation
Appendix 3 - Invite to Consultation for Employees out of the office
Appendix 4 – Template Consultation Pack for Employees
Appendix 5 – Proposed Assimilation Letter
Appendix 6 – Proposed Ringfence letter
Appendix 7 – Preference Form
Appendix 8 – Invitation to Selection meeting
Appendix 9 – Selection Score Sheet
Appendix 10 – Successful Selection Letter
Appendix 11 – Unsuccessful Selection process – Invitation to consultation meeting
Appendix 12 – Invitation to Consultation meeting – no suitable alternatives in the structure
Appendix 13 – letter confirming outcome of individual consultation meeting
Appendix 14 – Statement of estimated Redundancy pay
Appendix 15 – Employer Request for Estimate of Retirement Benefits
Appendix 16 – Redundancy Authorisation Form
Appendix 17 – Confirmation of redundancy Calculation / Pension Calculation letter
Appendix 18 – Invite to Final 1 to 1 / Redundancy meeting
Appendix 19 – Formal Notice of Redundancy Letter (voluntary)
Appendix 20 – Local Government Modification Order Form
Appendix 21 – Formal Notice of Termination of Employment – Compulsory Redundancy
Appendix 22 – Notification of Appeal Meeting
Appendix 23 – Confirmation of Decision at Redundancy Appeal Meeting
## 1.0 Standard Operating Procedure for Restructurings

<table>
<thead>
<tr>
<th>Step</th>
<th>Manager Responsibility</th>
<th>HR Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pre-Consultation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify and consider the change</td>
<td>To start to think through the potential implications and next steps; discussing with relevant people, as necessary</td>
<td>To provide initial advice/comment on the proposed change, as required</td>
</tr>
<tr>
<td>Identify the posts and the areas being affected.</td>
<td>Review existing structures and posts. Undertake an Equality Impact Assessment on the proposed changes (taking account of the generic EqIA for restructures).</td>
<td>Advise on structure and process for moving from old structure to new structure. Contribute to the EqIA as necessary</td>
</tr>
<tr>
<td>Consider change mechanisms e.g. by natural turnover, restrictions on recruitment etc</td>
<td>Identify staff in scope and policies in effect e.g. Reorganisation and Redundancy policy and procedure</td>
<td>Advise on policies and processes available</td>
</tr>
<tr>
<td>Consider voluntary solutions e.g. early retirement, voluntary redundancy, reduction in hours, job share etc</td>
<td>Identify individuals eligible for early retirement</td>
<td>Obtain estimates of benefits and costs, subject to interest being expressed</td>
</tr>
<tr>
<td>Proposed changes to job descriptions/team structure identified</td>
<td>Contact HR Adviser to discuss proposal, draft revised job descriptions/ draft structure etc</td>
<td></td>
</tr>
<tr>
<td>Send revised/new job descriptions for evaluation</td>
<td>Send new/revised job descriptions to HR Adviser for evaluation ensuring changes are highlighted to revised job descriptions</td>
<td>Check manager submitted all necessary information and submit to job evaluation panel</td>
</tr>
<tr>
<td>Outline paper to SMB for their approval to the proposal prior to consultation</td>
<td>To draft and submit paper to SMB for their approval prior to consultation</td>
<td>To provide advice, as required</td>
</tr>
<tr>
<td>Put together consultation pack, agree methods of selection/matching, proposed ringfences, HR processes, timescales etc</td>
<td>Manager to put together consultation pack</td>
<td>Advise on timescales and appropriate HR processes, feedback on consultation pack</td>
</tr>
<tr>
<td><strong>Consultation Period</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arrange consultation meeting</td>
<td>Invite affected staff and trade union representative to consultation meeting</td>
<td>To attend consultation meeting</td>
</tr>
<tr>
<td>Send Section 188 letter to Trade Union</td>
<td>Manager to draft (with reference to template letter in toolkit) and send Section 188 letter to Trade Union</td>
<td>HR to advise on wording of letter</td>
</tr>
<tr>
<td>Hold consultation meeting with affected staff and trade union rep, providing copies of the consultation pack at the meeting. Offer individual consultation meetings with staff</td>
<td>Lead consultation meeting, present proposals, answer questions and issue consultation packs</td>
<td>Support manager at meeting with any HR queries</td>
</tr>
<tr>
<td>Invite applications for voluntary redundancy (as appropriate)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step</td>
<td>Manager Responsibility</td>
<td>HR Responsibility</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>During consultation period (typically 30 days)</strong></td>
<td>Collate responses from staff&lt;br&gt;Hold individual meetings as required&lt;br&gt;Hold a further consultation meeting as necessary</td>
<td>Be available to respond to HR queries</td>
</tr>
<tr>
<td><strong>Consider and respond to comments/ feedback from staff following consultation period</strong></td>
<td>Consider all comments/feedback from staff draft responses and amend proposal, if appropriate.&lt;br&gt;Confirm ringfence(s)&lt;br&gt;Review EqIA and update as appropriate</td>
<td>Meet with manager to discuss employee comments/feedback and responses from manager&lt;br&gt;Advise on any changes to the process as a result of amendments to the proposal, if applicable</td>
</tr>
<tr>
<td><strong>Report to SMB confirming outcome of Consultation for their approval</strong></td>
<td>To draft and submit report to SMB confirming the outcome of the consultation and seeking approval for any new posts.</td>
<td></td>
</tr>
<tr>
<td><strong>Implementation</strong></td>
<td>Collate expressions of interest from staff</td>
<td>Ongoing advice on process</td>
</tr>
<tr>
<td><strong>Invite expressions of interest from staff for new posts/matching existing staff into new posts</strong></td>
<td>Activate expressions of interest from staff for new posts/matching existing staff into new posts. Provide further opportunity for requests for voluntary redundancy.</td>
<td></td>
</tr>
<tr>
<td><strong>Hold selection meetings for ringfenced posts</strong></td>
<td>Arrange selection meeting dates, draft questions and selection matrix, arrange panel and venue</td>
<td>Advise on questions/selection matrix, constitution of selection panel etc</td>
</tr>
<tr>
<td><strong>Confirm outcome of interviews/matching arrangements</strong></td>
<td>Verbally confirm and write to staff on outcome of interviews (with reference to template letters)</td>
<td>Advise on the wording of the outcome letters</td>
</tr>
<tr>
<td><strong>Notify HR re new structure to establish new posts and staff appointments</strong></td>
<td>Notify HR re staff changes for payroll/contractual purposes (via spreadsheet)</td>
<td>Provide any information as necessary&lt;br&gt;Write to appointees with new contract/contract variation letter</td>
</tr>
<tr>
<td><strong>Commence individual consultation and redeployment process for displaced employees advising potentially at risk</strong></td>
<td>To write to the individual to notify them they are at risk of redundancy and hold initial, further and final consultation meetings to explore options, listen to any representations from the individual(s)</td>
<td>Advise on wording of letter and redeployment process and attend consultation meetings as required.</td>
</tr>
<tr>
<td><strong>At end of individual consultation period if no alternative employment found to issue formal notice</strong></td>
<td>To write to the individual (with reference to the template letter) to issue formal notice of redundancy.</td>
<td>Advise on wording of the letter</td>
</tr>
<tr>
<td><strong>Following completion of the restructure process to carry out lessons learnt exercise</strong></td>
<td>For collating feedback on the process from team members, management team, HR, trade unions and sharing results with SMB</td>
<td>Contribute to the lessons learnt exercise.</td>
</tr>
</tbody>
</table>
Appendix 1 – Section 188 Letter to be sent to UNISON

Union Contact Name
Address

Date

Dear (insert name)

SECTION 188 LETTER – NOTICE OF POTENTIAL REDUNDANCIES

I am writing to give you formal notice under Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 that the decision to review/close/restructure (insert Service Area) may result in potential redundancies.

The reason for this review/close/restructure in (insert Service Area) is as a result of (Give rationale for the potential redundancy situation e.g. budget constraints/transformation etc.).

Wycombe District Council is required by statute to provide the following information:

• The numbers and descriptions of employees (posts) whom it is proposed are ‘at risk’ of redundancy
• The total numbers and descriptions of the employees (posts) currently affected and in the pool for selection
• The total number of employees within the service area
• The proposed method of selecting employees for redundancy
• The proposed method of carrying out the dismissal including the period over which the dismissals are to take effect
• Appropriate ways to avoid or reduce the number of redundancies
• The proposed method of calculating the amount of any redundancy payments

A meeting has been arranged with those affected for [date] at [time and place].

Should you have any queries, please do not hesitate to contact me.

Yours sincerely

Head of Service
Name and Designation
Appendix 2 – Invite to Consultation for Affected Employees – Group Consultation

Name
Address

Date

Dear (insert name)

Staff and Trade Union Formal Consultation on the Proposed Reorganisation of (insert Service Area)

I am writing to inform you about the proposed reorganisation of (insert service area).

[Give rationale for the proposal i.e. budget constraints, Transformation, etc.]

The proposal envisages a reduction in staffing which may result in potential redundancies which may impact your role. It is the Council’s policy to consider with you:

• Appropriate ways to avoid or reduce the number of redundancies
• The procedure and timings of the potential redundancies

A meeting has been arranged to commence the formal consultation with those affected for [date] at [time and place]. I will be chairing this meeting.

Should you have any queries, please do not hesitate to contact me.

Yours sincerely

Head of Service
Name and Designation
Appendix 3 – Invite to Consultation for Employees out of the office

Dear (Name)

I would firstly like to apologise for contacting you whilst you are on maternity leave/long term sick or secondment but I need to bring to your attention some important information affecting your substantive role.

I am writing to you formally to give notification of potential redundancies within (insert Service Area).

[Give rationale for the potential redundancy situation i.e. budget constraints savings etc],

It is the Council’s policy to consider with you:

- Appropriate ways to avoid or reduce the number of redundancies.
- The procedure and timings of the potential redundancies

A meeting has been arranged to commence formal consultation with those affected for [date] at [time and place]. For your information, please find attached the business case for these proposals. I will be chairing this meeting.

If you are unable to attend this meeting I will ensure that all minutes, letters and relevant information are sent to you after this meeting. In addition, I will contact you to arrange a meeting with you to discuss how this affects you individually. This can be in a location near to your home or at your home if you are unable to travel to the office.

Should you have any queries, please do not hesitate to contact me.

Yours sincerely

Head of Service
Appendix 4 - Consultation Pack to go out to Employees following the First Consultation meeting

As a minimum the Consultation Pack should include:-

- The rationale for the proposal
- The proposals for the restructure
- Structure charts for current and proposed new structure
- The process for moving from the current structure to the new (in line with the Reorganisation and Redundancy Policy and Procedure)
- A list of the anticipated positions at risk of redundancy arising from the proposed reorganisation
- Timetable including start of consultation, dates of staff meetings, individual consultation meetings, close of consultation, when feedback to be given, anticipated timeframe for selections, implementation date of the new structure etc
- Where support and advice can be obtained – Manager, EAP, trade union etc
- To whom responses to the consultation be sent
- Any revised job descriptions
- Frequently Asked Questions (tailor to suit particular circumstances) – see examples below:-

Frequently Asked Questions and Answers in Reorganisation

1. Why does the (insert service area) need to restructure? Can't things be left the way they are?

   **Answer:** (as relevant to the particular restructure/review)

2. Does the consultation mean that my views and opinions on the proposals count and a final decision has not yet been made on how to restructure?

   **Answer:** The consultation process means that management are proposing these changes and also proposing how it will be done. A final decision on how the changes are made have not been finalised yet and your views and those of other stakeholders will be considered before a final decision is made.

3. What happens within a reorganisation?
Answer: In a reorganisation the staffing structure changes and in some cases this involves the deletion of existing posts and the creation of new posts in line with a new business way of working. Once the structure has been defined management will try and place employees to new posts within the new structure through matching/slotting in or ring-fencing arrangements.

4. Does the deletion of my post automatically mean that I have been selected for redundancy?

Answer: No. Posts that are deleted may be replaced with new/different posts. If there is a match between the new and old post then where possible you will be matched/ slotted into the new post.

5. What is Matching?

Answer: Matching is the process in a reorganisation whereby an employee whose current job matches a job in the new structure can be offered, without being interviewed for the new position.

6. I have been acting up/seconded into a higher graded post for 18 months. Can I be considered for ‘matching’ into the higher graded post?

Answer: No. However, should the higher graded post be vacant after the matching exercise is completed, you will be eligible to be placed in the ringfence for selection to roles at the higher level.

For acting up/secondments of 12 months duration or less, matching will only be considered where the reorganisation affects your substantive post.

7. What is ring fencing?

Answer: Ring fencing is a method of selecting people for a post in a restructuring process. Ring fencing is implemented when there are more people who may be matched/slotted into a post than there are posts available or when no employee’s current role profile matches a job in the new structure closely enough to be
matched/slotted in but there are a number of employees with a part match. Those employees with a part match will have the right to express an interest in posts in the new structure ahead of any others. Only when the ring fencing process has been completed will any “unfilled” posts be open to others.

8. How would I ensure that Job Descriptions are fair and reflect the duties required?

Answer: Job descriptions are part of the consultation process and we welcome your views on them. The Job Descriptions will also be provided to the unions to consult on as part of this re-organisation.

9. What if I am not successful in obtaining a post in the new structure through matching/slotting in or ring-fenced selection meeting?

Answer: You may wish to apply for one of the roles under open competition (i.e. vacant posts that have not been filled either through matching, ring fencing or redeployment), if they are potentially suitable and if they are still available. Alternatively the Council will work with you to seek suitable alternative employment through redeployment.

10. What if I do not want to apply for any posts in the new structure or accept a redeployment opportunity and prefer to be made redundant?

Answer: Unreasonable refusal to accept an offer of suitable alternative employment will affect an individual’s entitlement to a redundancy payment. The restructuring is not an opportunity for individuals to seek voluntary redundancy but it is an opportunity for the business to re-organise itself to deliver an effective service. However, the manager, at his/her discretion, may seek volunteers for redundancy.

11. What support will I receive through this re-structuring process?

Answer: To ensure that staff are well supported and informed throughout the process, support and guidance will be available from your manager and, if you belong to a union, your union representative or staff side representative. Advice
and support is also available to you from the Employee Assistance Programme whose contact details are on Wyspace.

12. **What if I feel I have been treated unfairly in the restructuring process?**

   **Answer:** If you feel you have been unfairly treated in the process then you should contact the senior manager leading the re-organisation. If still unsatisfied after this then you can raise your complaint through the Grievance Procedure and seek advice through your trade union.
Dear

Re:-
As you are aware the proposed reorganisation of (insert service area) has been the subject of collective consultation and you and staff representatives have had the opportunity to comment on the proposals during the consultation period.

Your Head of Service considers there is a high degree of similarity between your existing role and the post of (insert job title) and is proposing that you are directly assimilated to the position (i.e. slotted into the structure). In coming to this view the accountabilities of your current role have been taken into account together with the skills required. In addition, there are no staff at risk of redundancy carrying out work of a similar kind or appear to have a similar skills set. However, this is based on an initial assessment of current roles and staff at risk of redundancy may make a case to be considered for posts within the new structure. Should this arise we will contact you as soon as possible to explain any implications for you.

In the meantime, I would be grateful if you would confirm by email to (insert name and job title) your agreement to the proposed matching/slotting in. Alternatively if you do not agree with the assessment and proposed matching/slotting in please confirm this in writing giving your detailed reasons by (insert date)

Detail any minor changes to terms and conditions such as your job title -as applicable. There are no further changes to your terms and conditions of employment and the grade of the post remains unchanged.

If you have any queries or concerns please contact (insert name).

Yours sincerely

Manager
Name & Designation
Appendix 6 - Proposed Ringfence Letter

As you are aware the proposed reorganisation of (insert service area) has been the subject of collective consultation and you and staff representatives have had the opportunity to comment on the proposals during the consultation period.

The new structure has now been finalised and I am writing to explain the impact on your role and the options available.

(Explain Impact of changes on individual’s role)

As a result, I regret to inform you that you are at risk of redundancy. Posts within the new structure have been ringfenced to staff at risk of redundancy as possible redeployment opportunities. I am writing to confirm that taking account the grade and skills and experience required by your current role it is proposed that you be included in the selection ringfence for the post(s) of:-

<table>
<thead>
<tr>
<th>Post</th>
<th>Grade</th>
<th>Nos in Ringfence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If, however, you consider your skills and experience are a match for alternative or additional post(s) within the new structure please provide written details supporting your case to (insert name and designation) as soon as possible and no later than (insert date).

In cases where there is more than one person at risk and may be suitable for a role, selection is undertaken using the following criteria:-

Experience, competencies, knowledge/qualifications, skills, performance, attendance, preference may also be taken into account

NB:- if you have a disability which you consider may impact on your ability to engage with the selection process please contact (insert name) as soon as possible to discuss whether any adjustments can be reasonably made. For the purposes of selection, disability related
absence is discounted.

Pease confirm your interest in the post(s) by completing the attached Preference Form detailing your relevant experience, skills and competencies in relation to the role(s) and any preference. Where people may be suitable for more than one post your personal preference will be taken into account where possible.

(Delete if not applicable) Applications for voluntary redundancy may be considered, decisions are at the discretion of the Council, taking into account organisational need. If this is an option you wish to pursue please indicate on the preference form.

If you do not consider that any of the proposed ring fences(s) are a suitable alternative/appropriate match for your skills and experience please confirm this in writing by (insert date) detailing your reasons. A meeting will be arranged to discuss your options. Note:- if the post is a lower grade than your current position you are not obliged to consider the role as a suitable redeployment opportunity but may wish to do so. In these circumstances, if appointed the Council’s salary protection policy will apply.

Further information regarding salary protection, redundancy compensation and the selection process etc can be found in the Reorganisation and Redundancy Policy and Procedure.

In the meantime if you have any queries about the process please contact (insert name)

Yours sincerely

Manager
Name and Designation
(Insert name of Service)
Restructure
Personal Preference Form for
Expressions of interest
(insert date)
If you wish to discuss the roles – please contact your manager

<table>
<thead>
<tr>
<th>Post</th>
<th>Delete as appropriate</th>
<th>Preference 1 up to 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes / No</td>
<td></td>
</tr>
</tbody>
</table>

Please explain how you feel you meet the criteria for each of the roles you have expressed an interest in. Remember to include any skills, knowledge, experience or qualifications you have which are relevant. Please use additional pages if necessary. You may find it helpful to refer to the consultation documentation previously circulated.
Appendix 8 – invitation to Selection meeting

Dear

Re:- Invitation to Selection Meeting

Following my letter of (insert date), I confirm receipt of your completed Preference Form for the following ring-fenced position(s):

- 

As there are more people than posts in the ring-fences for these positions, it will be necessary for you to attend a selection meeting. This has been arranged for (insert date) in (insert location). (Insert names) and I will be in attendance. (Amend/Delete as necessary) Please note that (insert no. if more than one) positions will be considered at this meeting.

Please contact me to advise whether, in relation to your health or a disability, you require any adjustments to be made to the selection process.

Please confirm whether or not you will be able to attend the meeting by emailing (Insert name and contact details). If the date and/or time are not convenient please let (insert name) know as soon as possible so that an alternative can be arranged.

Yours sincerely

Name and Designation
Appendix 9 – Selection Score Sheet

SCORE SHEET – Selection

<table>
<thead>
<tr>
<th>Post:</th>
<th>Panel:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>Selection method: meeting/presentation/consideration of paper evidence</td>
<td></td>
</tr>
</tbody>
</table>

Notes:  
- detail below relevant experience, qualifications/skills and competencies with reference to JD and person specification  
- performance (consider work record including current disciplinary warnings and performance assessments)  
- attendance (account taken of unauthorised absence, where score is 2 or below panel consider reasons for absence and proportion of certified absence before confirming score)

Scoring: Reference document ‘Change Process’ - half point scores may be used  
Experience, Competencies, Qualifications/skills:  
0 = no match,  
1 = limited match,  
2 = criteria partially met (match may be achieved with reasonable training),  
3 = criteria met,  
4 = exceeded

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Notes/evidence</th>
<th>Score</th>
</tr>
</thead>
</table>
| EXPERIENCE: breadth and depth and relevance. Score 0 - 4  
  -  |  |  |

| COMPETENCIES/SKILLS (eg. communication, customer care etc as detailed in person specification) Score 0 - 4  
  -  |  |  |
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Notes/evidence</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUALIFICATIONS \ (and/or technical skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>as detailed in specification eg. Technical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>knowledge, proficiency in use of technology,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>financial management)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score 0 - 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>•</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ATTENDANCE: instances x instances x total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>no of days</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disability absences discounted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score 1 – 4 (4 = upper quartile)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERFORMANCE \ (including conduct):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>account taken of performance scores last</td>
<td></td>
<td></td>
</tr>
<tr>
<td>year where available (note any additional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>data to be used)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score 1 – 4 (4 = excellent performance and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>conduct)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 = standard performance, 2 = standard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>performance, current conduct warning, 1 =</td>
<td></td>
<td></td>
</tr>
<tr>
<td>below standard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data used:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Signatures of panel members:
Appendix 10 – Successful Selection Letter

Name

Address

Dear

Re:     (Service Area) Reorganisation – Selection Decision

Following consultation you were informed that you were at risk of redundancy as a result of the (insert service) reorganisation proposals as work of a type carried out by your post is reducing and changing significantly. Posts within the new structure were ring fenced to staff at risk of redundancy as possible redeployment opportunities. You were included in the following ring fence(s)

•

I am very pleased to confirm that the panel agreed to appoint you to the position of (insert post title). This will be effective from (insert date). In coming to this decision the panel took into account information relating to your experience, skills competencies, performance, attendance and the preference you expressed.

I confirm the following main changes to your contract:-

•  *Detail changes to terms and conditions if minor or issue new contract*

•  *If applicable include:* As the post offered as redeployment is grade and is one/two grades lower than your original position the Council’s salary protection policy will apply. Your salary, equivalent to incremental point , will be protected for a period of 3 years. During this period the national cost of living award will continue to apply but incremental progression will not. At the end of the protection period your salary will be determined by the grade for the post , that is equivalent to the top SCP of grade .

(if applicable) Confirmation of appointment is subject to a four week trial period which may be extended before the end date by mutual agreement to allow for job specific training. If during the trial period you consider the post unsuitable please confirm this in writing giving your reasons to your manager at the earliest opportunity. Should your manager consider the post unsuitable this will be confirmed to you in writing prior to the
end of the trial period. If the redeployment opportunity is found to be unsuitable your entitlement to redundancy compensation will not be affected by the trial period.

Please sign and return one copy of this letter as confirmation of your acceptance of the post and the above terms.

Yours

Head of Service

Signed ………………………………………                     Date ……………………………
Appendix 11 - Unsuccessful selection process – Invitation to Individual consultation meeting

Dear

Re: Selection Outcome – Invitation to consultation meeting

In the letter of (insert date) you were informed that you were at risk of redundancy as a result of the proposed reorganisation of (insert service area) as work of a type carried out by your post is reducing and changing significantly. Posts within the new structure were ring fenced to staff at risk of redundancy as possible redeployment opportunities. You were included in the following ring fence(s):

•

Following the selection meeting held on (insert date), I advised you that you were unfortunately unsuccessful. In coming to a decision the panel took into account information relating to your skills, experience, competence, attendance and performance. For your information, I have enclosed a copy of the scoring matrix from the selection panel meeting as it applies to you and the cut off score is (insert score).

Consequently and subject to the completion of full individual consultation I regret to confirm that you remain at risk of redundancy and may be dismissed by reason of redundancy. Before confirming notice of redundancy and subject to the final outcome of individual consultation, the Council will consult further with you on an individual basis and continue to seek to identify any suitable redeployment opportunities unless you confirm in writing that you do not want a search to be carried out.

For information purposes please find below an indicator of redundancy compensation and the basis of the calculation.

DoB

L of S

Salary £

(weekly pay) x (no of completed years’ service) x 1.5 (Council multiplier) = £ redundancy
I would like to invite you to a consultation meeting with me and (insert name), HR Adviser, on (insert date and time). The purpose of the meeting is to provide detailed feedback regarding the selection meeting, details of compensation and discuss the reasons for the redundancy situation (insert the reason). Any final representations or alternative suggestions you wish to make will be seriously considered. You have a right to be accompanied at this meeting by a colleague or union representative and I would be grateful if you would confirm your attendance.

Yours sincerely

Head of Service

Name and Designation
Dear

**Re (Insert Service) Reorganisation – Individual Consultation**

As you are aware the (insert service) proposals concerning staff have been the subject of collective consultation. Following the conclusion of collective consultation the changes to the structure for the Service has now been finalised.

The proposals included the deletion of the post of . You have had the opportunity to comment on the proposal during the consultation period and your manager has met with you informally to discuss the potential impact of the proposal. The reason for the post being deleted is . In summary work of the type carried out by your post is ceasing/changing significantly/significantly reducing *delete. Consequently it is with regret that I must confirm that you are at risk of redundancy. In cases where the work is ceasing or reducing the Council will consider requests for voluntary redundancy. Please let me know if this is an option you wish to consider. Details of the Council’s redundancy compensation is available on Wyspace in the document ‘Reorganisation and Redundancy Protocol’.

I would like to invite you to a meeting with , on an HR officer will be present at the meeting to advise and take notes. The purpose of the meeting is to discuss the reasons for the potential redundancy situation in more detail and consider any issues, ideas, suggestions and representations you wish to make. You have a right to be accompanied at this meeting by a colleague or union representative and I would be grateful if you could confirm whether you wish to do so.

Following an initial search of redeployment opportunities available we have not been able to identify a suitable alternative for which you may be considered. or identified the post of as a possible redeployment opportunity for which you may wish to be considered. We will continue to actively seek redeployment opportunities and will discuss this further at the meeting. In the meantime we will keep you informed about any available posts. If you feel your skills and experience are likely to match a particular role please contact me as soon as possible.
To assist the search I would be grateful if you could provide me with an outline of your experience, skills and qualifications.

Further information regarding the process can be found in the Reorganisation and Redundancy Policy and Procedure which is available on Wyspace.

Yours

Manager
Appendix 13 - Letter confirming commencement of Individual Consultation meeting

Dear

I am writing to confirm the details of our consultation meeting on (insert date) which you attended with (insert name of representative) and (insert name) HR was also in attendance.

At the meeting you were advised of the reasons for the redundancy situation and these are summarised as follows:

Further, and with regret following the selection meeting of (insert date) you were advised that you are at risk of redundancy and subject to completion of individual consultation may be dismissed by reason of redundancy as a result.

We discussed the selection criteria as follows:

- summarise selection method and outcome

Please find attached a copy of the scoring sheet as it applies to you.

We invited you to consider any counter proposals you have and submit them at our next meeting. We discussed the possibility of alternative work provide details of any posts discussed and confirmed that details of redeployment opportunities and proposed ring fence selections. We have been unable to identify a suitable alternative post and confirmed that we will continue to search for redeployment opportunities. If you feel your skills and experience are a likely match to a particular role and wish to be considered for any of the posts please contact myself or an HR colleague for further details as soon as possible. To assist the search for alternative work I would be grateful if you could provide me with an outline of your experience, skills and qualifications.

At the meeting you raised the following points which we will consider.

- 

The meeting formally represents the beginning of a period of individual consultation. We will consider all ideas, suggestions and representations you wish to make to us before confirming a decision regarding redundancy.
A further meeting has been arranged for at in . You have a right to be accompanied at this meeting by a colleague or union representative and I would be grateful if you could confirm whether you wish to do so.

In the meantime, if you have any queries please do not hesitate to contact me.

Yours
Appendix 14 - Statement of Estimated Redundancy Pay

Approximate Figures - for information purposes only

Name of Employee:

Date of Continuous Service:

Length of service*: years months

Date of Birth: Age* (as at )

Annual salary based on last 12 weeks: £ (SCP )

Weekly salary: £ (based on hours per week)

Statutory Redundancy Pay:

weeks @ £ per week = £

Add Council's multiplier of 1.5:

Total redundancy payment: £

Please note length of service and age are calculated based on .

Please be advised that the first £30,000 of redundancy compensation is tax free.
Appendix 15 - Employer Request for Estimate of Retirement Benefits
(requests to be made by HR to Pensions)

Employer Request for estimate of Retirement Benefits

Full Name: __________________________________________

Date of Birth: _________________________________________

National Insurance number: ______________________________

Payroll reference number: ________________________________

Proposed last day of service: ______________________________

Proposed type of retirement:
Please enter ONE of the following:

- Normal Pension
- Late (NPA+)
- Early (Age 55-64)
- Redundancy (Age 55+)
- Efficiency (Age 55+)
- Ill health*
- Employer consent (Age 55-60)
- Flexible (Age 55+)

*If the estimate is for ill health please indicate whether Tier 1, 2 or 3 applies

*Please delete as appropriate:
*Added years/*AVCs/*Part-time Buy Back/ARCs/APCs

*Yes/*No

If the above named is making additional payments please indicate in the box opposite.

If paying AVCs do you require maximum tax free cash options?

Final Pay:
(required where the member has pre 1 April 2014 LGPS membership)

____________________________________________________

Pensionable pay: (actual pay received for the period from 1 April to date estimate is required) £

____________________________________________________

Contact details:

Name of person requesting estimate: ______________________________

Job Title/Position: ____________________________________________

Employer/Organisation Name: __________________________________

Who should the quote be sent to and what is their email address? ______________________________

@wycombe.gov.uk
Appendix 16 – Redundancy Authorisation Form

PORTFOLIO:-

Action taken under Officer's* Delegated Powers

Note. Exempt information: if Part A below contains information which is not for open publication, Part B below must also be completed.

PART A

<table>
<thead>
<tr>
<th>Date</th>
<th>Subject and action taken</th>
<th>Capital Programme &amp; Committee/Council decision (as appropriate)</th>
<th>Standing Order</th>
<th>Authority</th>
<th>Officer's Signature **</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>If action taken is authority to enter into a contract, or incur expenditure, please indicate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contract Standing Order n/a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Capital Programme or Revenue Estimate Budget Page Code</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Cost Limit £)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*  Officers are authorised to take delegated action on behalf of the Council only in respect of those matters listed in "Powers and Duties of Officers". Such action should be reported to the next meeting of the Committee, by way of the file of action taken under delegated powers.

PART B – Exempt information.

Note. The paragraphs under Schedule 12A of the Local Government Act 1972 changed in February 2006. Information meeting the categories in one or more of the paragraphs in the amended Schedule 12A, can only be treated as 'exempt' if justification is also provided in every case that the reason for exemption outweighs the public interest in disclosure.

i) The information above falls under paragraph *……….. of the amended Schedule 12A. ( *insert paragraph number)

ii) The public interest does not outweigh this exemption because: (continue overleaf as necessary)

Signed ...........................................( Officer ) Date ............................................
Dear (insert name)

Further to your recent request for a calculation of your redundancy payment/pension I am writing to inform you of the estimate.

Please find enclosed an estimate of what redundancy payment/pension calculation you would be entitled to with a provisional last day of service as {day/month/year}.

Please note this figure is given to you as a guideline only.

If you have any queries please do not hesitate to contact me.

Yours sincerely

Human Resources
Appendix 18 – Invite to Final One to One/Redundancy Meeting

Name
Address
Date

Dear (Name)

Following the conclusion of the redundancy consultation process (and recent competitive selection process – insert if appropriate) on (date), I write to invite you to the final one to one/redundancy meeting, details as follows:

Date:

Time:

Venue:

The purpose of this meeting, which I will chair, is for me to formally confirm our discussions/advise you of the outcome of the competitive selection process (delete as appropriate). I would also like to remind you of your right to bring a representative. This can be a Trade Union/Association representative, or a work colleague.

Please confirm both your attendance at this meeting and, if applicable, the name of the person who will be accompanying you.

Yours sincerely

Head of Service

Copy to: HR Representative
Appendix 19 – Formal Notice of Redundancy letter (voluntary)

Name Address

Dear

Re: (Insert Service) Reorganisation – Notice of Redundancy

As you are aware, the (Insert Service area) reorganisation proposals concerning staff have been the subject of collective consultation. Following the conclusion of collective consultation, the changes to the structure for the (Insert service) have now been finalised.

The proposals included reduction and changes to the work carried out by staff in (insert service) services.

(delete as applicable) In a redundancy situation, that is where work is ceasing or there are more people than posts of a particular type available, the Council may request volunteers for redundancy. The letter of (insert date) confirmed that the Council will consider volunteers in this instance.

You have confirmed in writing that you wish to take up the offer of voluntary redundancy. This letter formally confirms that (insert H of S), in conjunction with the Corporate Director, has agreed your request for voluntary redundancy.

Redundancy compensation of £XX based on a notice of redundancy date of (insert termination date) is calculated as follows:-

DoB
LoS
Current Salary £
Redundancy compensation is £(weekly pay) x no. of completed years’ service x 1.5 = £XX

Note: The first £30,000 of redundancy compensation is tax free.

(delete as applicable) You will also be entitled to immediate payment of your accrued pension and I am requesting figures from Bucks County Council Pensions section.

You are entitled to (insert number) weeks’ notice commencing from (insert date) with an agreed leaving date of (insert date). Whilst working your notice please liaise with your
manager to agree reasonable time off with pay in order to pursue your job search. You will also receive any outstanding holiday pay with your final salary payments. Your P45 and final salary advice will be posted to you following the payroll run.

You are advised to register as unemployed at your local Job Centre the next weekday after your date of leaving. You may or may not qualify immediately for Job Seekers’ Allowance but may separately qualify for National Insurance Credits which can be important for calculating State Pension Benefits.

Please note as a local government officer the payment of redundancy compensation to you is subject to the requirements of the Redundancy Payments (Continuity of Employment in Local Government Modification Order 1999). This means that an employee who is under notice of redundancy and receives a job offer from another local government or associated employer before the termination of employment will not qualify for redundancy payment – essentially local government continuity of service is unbroken.

If you have any queries about the operation of the Order please contact me for further details. (In order for your final payment to be made please complete the enclosed declaration and return to HR).

May I remind you that if you have any items belonging to the Council they should be returned to your manager before your last day at work. (insert any other arrangements such as handovers, holiday, security card etc)

Insert outplacement support if applicable.

Please sign and return one copy of this letter to indicate your acceptance of voluntary redundancy on the terms outlined.

In the meantime on behalf of the Council I would like to thank you for the contribution you have made and wish you well in the future.

Yours sincerely

name
designation

Signed…………………………………………………………. Dated………………………………
(insert name)
Appendix 20 – Local Government Modification order Form

WYCOMBE DISTRICT COUNCIL

REDUNDANCY PAYMENTS

(CONTINUITY OF EMPLOYMENT IN LOCAL GOVERNMENT MODIFICATION ORDER 1999)

Under the Redundancy Payments (Continuity of Employment in Local Government Modification Order 1999) continuous employment with any local authority or other specified employer is treated as continuous employment. This applies both to the calculation of redundancy payment and to the disqualification from payment where an offer of further employment is accepted before termination and employment with a body covered by the order is taken up within 4 weeks of termination.

In order to confirm your right to redundancy compensation please complete the following declaration.

Name ………………………………………………………………………………………………..

Post ………………………………………………………………………………………………..

Last day of service at WDC ……………

I HAVE NOT, ON OR BEFORE THE DATE OF REDUNDANCY ACCEPTED ANY OFFER OF EMPLOYMENT WHICH WOULD COMMENCE AT OR BEFORE THE BEGINNING OF THE FIFTH WEEK FOLLOWING THAT DATE

Signed ………………………………………………………………………………………………..

Date ………………………………………………………………………………………………..

Return to Human Resources, Wycombe District Council, Queen Victoria Road, High Wycombe, Bucks, HP11 1BB
MODIFICATION ORDER 1999

The following is a list of the main employers covered by the order and with whom employment is treated as continuous both for calculation of redundancy payments and in the disqualification from payment in certain circumstances where an offer or further employment is accepted.

- Local authorities in England, Wales and Scotland; (A county council, district council, parish councils the Greater London council or a London Borough council) also bodies advising local authorities (local authority associations, LACSAB, LGTB, provincial councils).
- The Commission for New Towns
- Transport for London
- Housing Action Trusts (but not Housing Associations)
- The development corporation
- Industrial estates corporations
- Development agencies
- Local authority passenger transport executives
- Probation committees
- Police authorities (civilian staff only)
- Combined Fire Authorities
- Schools with defined statutory relationships to local authorities including Foundation Schools, Voluntary Aided Schools, Foundation Special Schools
- Academy Schools
- Assisted or grant aided further education establishments
- Certain Scottish education bodies
- Local rating valuation panels
- Further Education Colleges that were funded by the LEA before 1992 (those who have always been independent are not)
- Universities that were polytechnics are included (those that were always Universities are not)
- Institutions funded by the Polytechnics and Colleges Funding Council (PCFC), the PCFC itself, grant maintained schools, city technology colleges and city colleges for the technology of the arts.
Not covered by the order:

- Civil Service – Central Government bodies
- Audit Commission
- NHS bodies, including PCT’s are not included (Care Trusts set up under s.45 of the Health and Social Care Act are included in the Order)
- Training and Enterprise Councils (TECS)
- Water Authorities

The above is a guideline only. If there is any doubt as to whether an establishment is included in the Modification Order or not, it is advisable to contact the establishment itself to clarify.
Appendix 21– Formal Notice of Termination of Employment – Compulsory Redundancy

Name
Address
Date

Dear (Name)

Formal Notice of Termination of Employment

As you are aware, the (Insert Service area) reorganisation proposals concerning staff have been the subject of collective consultation. Following the conclusion of collective consultation, the changes to the structure for the (Insert service) have now been finalised.

The proposals included reduction and changes to the work carried out by staff in (insert service) services.

In view of the above it is with regret that I write to confirm that your post of (title of existing post) is redundant (or confirm that they have been selected for redundancy in accordance with whatever selection procedure was agreed). This letter, therefore, constitutes the formal notice of the termination of your contract of employment on the grounds of redundancy and your last day of service with the Council will be ..........................
(The date needs to allow for at least the minimum period of notice required under their contract of employment or reference needs to be made to a payment in lieu of notice)

Even though this letter constitutes formal notice of redundancy, we will continue to work with you throughout your notice period to secure you a suitable alternative post. During this time we will expect you to continue to fully participate in this process and if you choose not to accept a post that is deemed to be suitable alternative employment, then it will be considered you have resigned from your post. Consequently a redundancy payment would cease to apply.

You have already received estimates of your entitlement to redundancy pay and other benefits (latter should only be included where appropriate i.e. they are over 55 and in the pension scheme), and payroll or pensions (depending who) will make arrangements for you to receive these payments. I should however like to remind you that, under the
Redundancy Payments (Continuity of Employment in Local Government etc) (Modification) Order 1999, continuous employment with more than one local authority or other specified employer is counted as continuous service with one employer, both for the calculation of a redundancy payment and in the disqualification from payment in certain circumstances where an offer of further employment is accepted.

Consequently, you will not be entitled to a redundancy payment should you accept any offer of employment which would commence within four weeks after the end of the current contract of employment (or in cases where the current contract ends on a Friday, Saturday or Sunday, on or before the fifth Monday following), with another local authority or other specified body.

In due course, therefore, you will be asked, to complete and return a form relating to any future employment you may have accepted. At the appropriate time and on return of that form, arrangements will be made for you to receive payment of your redundancy entitlements.

If you take up another post with a local authority or other specified employer (within the timescale referred to above) your service will be regarded as continuous and your pension arrangements will continue unaffected. If you have any questions about your pension please contact the Pensions Helpdesk on 01296 383755.

You have the right to appeal against the decision to terminate your employment. If you do wish to do so, then please write to me (Corporate Director) stating the grounds for appeal within 5 days of the date of this letter.

Whilst this letter is, of necessity, a very formal one, I would like to take this opportunity to send you my best wishes for the future. (Or similar comment appropriate to the individual and taking account of how they have reacted to the redundancy)

Yours sincerely

Head of Service

Copy to: Pensions (If necessary)
HR (HR Operations) – for payroll notification
Appendix 22 – Notification of Appeal Meeting

Name
Address
Date
Dear (Name)

Reorganisation and Redundancy Policy and Procedure - Appeal Meeting

Following your letter of appeal against the decision taken at the redundancy meeting held on insert date, I have arranged for an appeal meeting to take place. The details are as follows:

Date:

Time:

Venue:

The Appeal Meeting is designed to examine the grounds for your appeal. You stated the grounds for appeal are as follows:

- Insert grounds for appeal

During the course of this meeting, you will have the right to:

- Be represented by a Trade Union representative or work colleague
- Have the opportunity to hear the reasons for the termination of your employment on grounds of redundancy
- Present your case
- Question the evidence of witnesses (insert if appropriate)
In my capacity as Corporate Director, I will determine whether the grounds of your appeal are substantiated and what action should be taken. The following colleagues will also be in attendance for the duration of the appeal meeting:

(Insert names of those attending and state if any witnesses are likely to be called to give evidence)

You will need to prepare your appeal and arrange:

- For your representative to attend the appeal hearing if you choose to be represented.
- For any witnesses on your side to attend, and for the name(s) of your witness(es) to be notified to (insert HR Representative’s name)

Please confirm your attendance in writing, along with details of your representative, within 3 working days of the appeal date.

Although you are required to attend the appeal meeting in person, you may prepare your written response for consideration at the meeting.

If you wish to have the date and time of the hearing changed for any reason, please inform me or your Line Manager immediately. I will do my best to comply with reasonable requests providing the hearing can be rearranged within a reasonable time-scale.

Yours sincerely

Corporate Director

Copy to: Line Manager/Head of Service
         Human Resources
         Trade Union Representative/Work Colleague
Appendix 23 – Confirmation of Decision at Redundancy Appeal Meeting

Dear

Following the redundancy appeal meeting, which you attended on insert date, I am writing to confirm the decision.

The meeting was convened under the Service’s Redundancy Policy and Procedure. You stated that the grounds of your appeal are as follows:

- **Insert grounds for appeal**

I carefully considered the facts presented to me, including supporting documentation, copies of which are in your possession, before reaching the following conclusion(s):

* The grounds of your appeal have been upheld and your post will be reinstated with immediate effect.

* The grounds of your appeal have not been upheld because (insert findings, be clear, brief and precise). As a result the formal notice of the termination of your contract of employment on the grounds of redundancy still applies and your last day of service with the Council will be (insert date).

I would like to take this opportunity to wish you well for the future.

Yours sincerely

Corporate Director

**Copy to:** Head of Service/Line Manager
Human Resources
Trade Union