

Canterbury College
REDUNDANCY POLICY

1 Introduction

This Redundancy Policy and Procedure is applicable to all College staff. It contains guidance to managers and staff who are involved in implementation of changes in working arrangements and practices which lead to either individual or collective redundancies. The College's policy is to seek to provide security of employment through long term planning of its staffing needs, however if a restructure is proposed to improve the effectiveness and efficiency of the College or as a consequence of the diminishing availability of work for certain groups of staff, situations may arise where posts become surplus to requirements and individual staff become displaced. In such cases the College will seek to avoid the use of compulsory redundancy as far as is practicable and consistent with business plans and financial constraints. This will be achieved by a variety of measures as defined below in section 5 wherever possible. The policy is designed to ensure compliance with all relevant legislation, but it must be stressed that the non-statutory elements may be subject to variation to meet particular circumstances.

The Redundancy Policy is intended to ensure that all redundancy dismissals are made; with due regard to legislative requirements, in the best interests of ensuring the College's viability and quality of educational provision in a fair and transparent process and to minimise any distress or hardship to the staff involved. Appendix 6 contains a flow chart highlighting the usual process to be followed by the College.

In the unfortunate event of redundancies whether compulsory or voluntary, the college and its managers will act sensitively and with a view to minimising the distress and anxiety which this type of exercise inevitably causes staff.

2. Principles

The Principles that this policy and procedure is based upon can be summarised as follows:

- A fair and equitable process will be adopted for implementing organisational change including an equality impact assessment
- A detailed restructure proposal will be developed, including a fair and objective selection process and criteria for redundancy
- Consultation with employees and recognised trade unions will take place at the earliest opportunity, with feedback fully taken into consideration
- The College will seek to retain skilled employees based upon business need
- The College will seek to minimise disruption to services and anxiety for employees where possible
- The College will be fully compliant with all relevant legislation

3. Objectives of the redundancy policy

The redundancy policy is intended:

- To provide clear advice and guidelines to all concerned as to their role in handling a situation where posts have become surplus to requirements

- To outline the procedures to minimise or avoid compulsory redundancies as far as is reasonably practicable
- Where there is no reasonable alternative to compulsory redundancy, to enable employees to leave the service of the college feeling that they have been treated as fairly as possible in the circumstances

4. Definitions

Redundancy is defined as follows, within the terms of the Employment Rights Act 1996:

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

5. Avoiding Redundancies

The college will endeavour to avoid compulsory redundancies wherever possible. The following measures will be investigated by managers as appropriate and will, where possible, be acted upon in order to avoid compulsory redundancy:

- reduction by natural wastage
- imposing a freeze on recruitment in general, or in specific skills areas
- terminating temporary, fixed term and casual contracts (where this would not breach statutory rights)
- consolidation of hours
- voluntary early retirement
- voluntary redundancy
- redeployment/retraining
- reduction or elimination of overtime working
- seeking volunteers to transfer to part-time/job share arrangements
- review of sub-contracted work [where contractually and legally viable]
- short time working
- identifying savings from variable cost centres
- considering suggestions from trade unions and employees

In any redundancy situation it will be necessary to maintain a balance of skills and experience within the college's workforce and in view of the specialised nature of many areas of activity, it may be necessary to identify specific areas of curriculum or service where redundancy schemes need to be applied, instead of offering the

options above on a college wide basis. In any given situation there may be considerations which preclude certain of the above options.

6. Responsibilities within the Restructure process

The relevant Director will manage the process and be responsible for developing the initial restructure proposal for consideration by the Establishment panel before any programme of change begins (Appendix 1 contains an example template). The proposal should contain:

- Background and rationale for the change programme, including key changes in the service delivery and posts which may be at risk of redundancy
- Inclusion of the current structure of the department/section, noting any issues within the current structure that may have contributed to the need for change
- Key proposals in relation to change and benefits of the structure
- Proposed selection process
- Inclusion of a proposed new structure
- Process and timeline for consultation
- Completion of relevant Equality Impact Assessment and Risk Assessment

This document will form the basis of the consultation document to follow.

7. Consultation

7.1 Notification of redundancies to the Secretary of State

The Department of Employment must be notified in writing of the proposed redundancies, where the number involved is 20 or more. Under TULR (C) A 1992 S193 there is an obligation to notify the Secretary of State of proposed redundancies involving 20 or more employees. An employer proposing to dismiss as redundant 100 or more employees within a 90 day period should notify the Secretary of State in writing at least 90 days before the first dismissal. An employer proposing to dismiss as redundant 20 or more (*but less than 100*) employees within a 90 day period should notify the Secretary of State of the proposal in writing at least 30 days before the first dismissal.

7.2 Consultation with Trade Unions

The consultation will begin in good time according to the notification periods The College acknowledges the benefit of engaging in consultation with recognised Trade Unions and staff as early as possible and will do so in all cases as soon as they become aware of a possible redundancy situation.

Under TULR (C) A 1992 SS188 – 192, where the College proposes to dismiss as redundant, 20 or more employees, the College will consult with the recognised Trade Union/employee representatives as appropriate.

The purpose and objectives of the consultation with the trade unions will be to:

- Clarify the reasons for the restructure proposal
- Identify potential number of jobs and people affected, highlighting those at risk of redundancy
- To clarify and agree the selection criteria for redundancy (if required)
- To mitigate the consequences of the process and any posts being put at risk of redundancy

- To clarify and agree where possible the timelines for consultation, selection and notice of redundancy

This information will be given in good time at the outset of the consultation process, ordinarily in a letter format (appendix 2 includes a draft template). Once the above information has been disclosed, a meeting will be arranged to discuss the measures to minimise or mitigate the effects of any redundancies where possible. The relevant director will give due consideration to any suggestions made by the representatives before a decision is made. Trade Union Representatives or other representatives will be allowed access to the staff affected according to the restrictions and requirements of the business of the College.

The College will give serious consideration to the views expressed by its employees and the trade unions, but the final decision as to the areas where redundancies are required must rest with the College.

The relevant leading manager and the HR Manager will be responsible for undertaking the formal consultation with the recognised Trade Unions and staff groups.

7.3 Staff Consultation/Representations

The College will ordinarily hold an initial group consultation meeting to inform staff of the College proposals the rationale for such proposals and the potential effect of the proposal.

All affected staff will then receive a letter (appendix 3 contains a template version) which will include the business case, at risk status, the process and how their comments and views can be feedback through the consultation process. They will also receive general information in relation to a redundancy situation (appendix 4)

Individuals who are at risk of redundancy will be given the opportunity to make representations during the course of an individual discussion or consultation meeting at which the employee may be accompanied by an officer of a recognised trade union or by a colleague who is an employee of the college.

Wherever possible compulsory redundancies will be avoided by offering early retirement/redundancy to those who volunteer. It is, however, recognised that on occasions seeking volunteers for retirement/redundancy may not be a viable option open to the College. Consideration of applications for voluntary early retirement or redundancy must take into account the needs of the service. The College reserves the right to reject volunteers if service delivery will suffer. An explanation of the reasons for any applications being declined will be given to the employees by the HR Department.

All staff involved in the change/restructure programme will be reminded of the support they can receive both from College welfare services and the College's independent Employee support line

8. Review of the Consultation process

Upon the closure of the consultation process (subject to statutory periods where applicable) The leading manager with support from the HR Manager will conduct a review of the consultation process in relation to the original proposals. A paper will be presented to the Establishment Panel which will include a review of the

original proposal how this has been affected or changed as a result of the consultation and a final proposal of how to proceed.

8.1 Decision to proceed

Once the Establishment Panel ratifies the final decision the College will ensure:

- All employees affected by the change and the relevant Trade Unions will be notified in writing of any decision to proceed and the reasons for the decision once. They should be informed that confirmation of the change procedures will be provided in due course.
- Where an employee is affected by the decision to proceed she or he will receive details of the process required to implement the change from the current structure to the new structure. This will include:
- The new posts identified and budgeted for as part of a restructure will initially be ring fenced for affected staff, the arrangements for matching, slotting, ring - fencing, and filling vacant posts in the new structure as appropriate.
- Possible time scales and arrangements for further individual consultation meetings;
- arrangements for seeking alternative work;
- invitations for voluntary redundancy, if applicable;
- arrangements for avoiding compulsory redundancies including reference to the College's Redeployment Policy
- assistance to be given to staff likely to be declared redundant including career counselling and reasonable time off to be given to seek other employment or undertake training.

9. Selection of employees for redundancy

Since the need to maintain a balanced, skilled and experienced workforce **after** the redundancies is paramount, individuals who have to be selected for redundancy will be selected based on a range of criteria. As stated above the Establishment Panel will take into consideration the views expressed by its employees and the trade unions, but the decision on where to make redundancies must ultimately rest with the College.

The College subscribes to the view that, as far as possible, objective criteria, precisely defined and capable of being applied in an independent way, should be used in determining which employees are to be selected for redundancy. The overall aim will be to ensure that employees are dealt with as fairly as possible.

The precise selection criteria will vary according to each redundancy situation and the College reserves the right to apply the most appropriate combination of criteria to meet particular circumstances. The criteria may carry a weighting in order to reflect their relative importance to the College's future needs. The selection criteria may include some or all of the following but the list is not intended to be exhaustive (an example matrix can be found in Appendix 5):

- qualifications/training

- experience [gained in a formal or informal setting]
- skills/knowledge/aptitudes required for the job
- attendance record [excluding compassionate leave and maternity periods and health conditions classified by the Equality Act]
- disciplinary record [only 'live' warnings will be counted]
- physical skills [e.g. lifting ability for porters/caretakers]
- availability

In **all** cases where the criteria are to be applied, at least two managers will be involved in the process in order to secure objectivity. The process may be concluded on the basis of competitive interview where appropriate.

Details of the person specifications and the criteria to be used in the selection process, together with any weightings to be applied, will be sent to the trade unions as part of the formal consultation process. This information will also be distributed to staff in the area[s] where redundancies are to be made before the selection process takes place.

If a member of staff is selected for redundancy as a result of the selection process above, the member of staff will have a right of appeal against this decision. A review of the selection decision will be carried out by an independent panel, comprising 1 or more managers. An individual who wishes to express this right should do so, in writing to the HR Manager within 3 days of the selection decision.

10 Redeployment and the right to time off to seek other employment

The College will consider employees who are identified as redundant for alternative employment within the college. If suitable vacancies are available, displaced staff will be given first consideration for the post[s], in line with the College's Redeployment Policy

Displaced employees who turn down reasonable offers of suitable alternative posts may not be eligible for a redundancy payment.

Employees under the notice of redundancy will be given reasonable paid time off to seek alternative employment. Applications for time off with pay must be submitted to the HR Manager for approval.

11 Termination of Employment

The final decision to terminate the employment of an individual who has been selected for redundancy will be ordinarily taken by the relevant Director, after the selection and appeal process (where applicable) has taken place.

12 Redundancy notice and payments

When the decision has been taken to terminate employment on the grounds of redundancy the relevant Director will be responsible for issuing formal notice of termination. Employees will be given their contractual notice of termination, however in exceptional circumstances pay in lieu of notice maybe considered by the College. Employees will ordinarily be required to attend at the College during a period of notice. The staff affected by redundancy will have the right to an individual interview with the HR Manager in order to clarify their entitlements.

All redundancy payments will be calculated in accordance with the Employment Rights Act 1996 S 162.

The amount of the payment is calculated using multipliers of Age and Length of Service

The period of continuous employment for which payment is made, is calculated from the first day of employment to the last day of the notice period (including where appropriate service recognised by the Modification Order). There should be no breaks in employment.

A written statement will be produced for each individual affected employee and will comply with current guidelines for the calculation of statutory redundancy pay.

13 Right of appeal

All staff have the right to appeal against dismissal for redundancy and, to exercise this right, must give notice of appeal in writing to the HR Manger within 5 working days of receipt of the redundancy notice, stating the grounds for appeal. The employee will have the right to be accompanied at the appeal hearing by a Representative of a Trade Union of which the member of staff is a member or a work place colleague.

Before convening the panel to consider an appeal, the Chair of the panel will examine the case with a view to determining whether the grounds for the appeal have previously been considered by the appeal selection panel~~-. I~~the panel may allow or dismiss the appeal on the basis of previous decisions taken.

14 Delegation of Powers

The Articles of Government of the College confer upon the Corporation and the Principal certain powers and duties in respect of the termination of employment of members of staff. The Articles also provide for delegation of such powers and duties.

This policy has been expressly adopted by the Governing Body of the Corporation which has delegated its powers and duties in respect of appeals to the Principal. The Principal has delegated her functions in respect of dismissals to the relevant Senior Post Holder.

Appendix 1

CANTERBURY COLLEGE

AGENDA ITEM

TO: Establishment Panel

DATE OF MEETING:

Title:	
Prepared by: / Presented by:	
Status:	Restricted
Financial implications:	
Risk implications:	
Responsible for implementation:	
Summary and Recommendation:	Summary: i. a Recommendation: i. a
Appendix One:	
Appendix Two:	
Appendix Three:	

Provisional Equality Impact Assessment

Analysis of proposed Effected group

Criteria	College	Effected Group
Gender		
Male		
Female		
Ethnicity		
White		
Asian/Asian British		
Black/Black British		
Other Ethnic grouping		
Age		
16 -24		
25-49		
50-64		
65+		
Disability		
Disabled		
Not Disabled		

What impact would this policy, procedure or practice have on different groups?

		Positive	Negative	Neutral	Notes
Could any group be affected?	Age				
	Disability				
	Ethnicity				
	Gender				
	Religion/belief				
	Sexual orientation				

		Positive	Negative	Neutral	Notes
Could it help promote Equality of Opportunity for any of these groups?	Age				
	Disability				
	Ethnicity				
	Gender				
	Religion/belief				
	Sexual orientation				

		Positive	Negative	Neutral	Notes
Would it affect good relations between groups?	Age				
	Disability				
	Ethnicity				
	Gender				
	Religion/belief				
	Sexual orientation				

		Positive	Negative	Neutral	Notes
Would it eliminate harassment of individuals from these groups?	Age				
	Disability				
	Ethnicity				
	Gender				
	Religion/belief				
	Sexual orientation				

		Positive	Negative	Neutral	Notes
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Would it encourage participation in public life?	Age				
	Disability				
	Ethnicity				
	Gender				
	Religion/belief				
	Sexual orientation				

Any potential negative impact should be expanded upon and mitigating actions should be explored. If the impact is likely to be significant, then a full impact assessment will probably be required.

Overall comments:

Risk Assessment

Where this proposal leads to potential post/staff losses has:

Has the current workload/process been reviewed to ensure risks are minimised during this period

Has the College Stress Management Policy been consider in relation to this

Is there a plan to review again once the process has been completed and any actions implemented

1. Summary

1.1. a

2. Background

2.1. a

3. Current operations

3.1. a

4. Going forward

4.1. a

5. Proposals

5.1. a

6. Recommendations

6.1. a

Appendix 2

Dear

Proposed restructure

I am writing pursuant to Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 ("TULRCA") to advise you that the College proposes to dismiss by reason of redundancy a number of staff who are employed as *[insert types of posts affected e.g. lecturers, support staff etc.]*. It will be convenient if I set out the information which the College is required to supply by reference to the list of items contained in Section 188(4) of TULRCA.

Reasons for the proposals

The reason for the proposed redundancies is...

[EXPLAIN WHY THERE WILL BE A REDUCED REQUIREMENT FOR THE STAFF AFFECTED.]

The numbers and descriptions of employees whom it is proposed to dismiss as redundant

The number of employees whom it is proposed to dismiss as redundant is [x].

[x] of the relevant employees are engaged as [insert type of post]

[x] of the relevant employees are engaged as [insert type of post]

[SPECIFY EACH DEPARTMENT IN WHICH REDUNDANCIES WILL BE MADE, STATING THE NUMBER OF STAFF TO BE MADE REDUNDANT IN THAT DEPARTMENT.]

The total number of employees of any such description employed by the employer at the establishment in question

The total number of *[insert type of staff]* employed by the College is [x]. The total number of *[insert type of staff]* employed by the College in each of the affected Departments is...

[SPECIFY TOTAL NUMBER OF STAFF IN EACH OF THE DEPARTMENTS WHERE STAFF ARE TO BE MADE REDUNDANT.]

The proposed method of selecting the employees who may be dismissed

It is hoped that the College will be able to offer alternative employment to some of the staff who may be dismissed as redundant. It is proposed that since it is unlikely to be possible to offer further employment to all those who may be dismissed, it will be necessary for the College to select those to whom further employment will be offered and those who will be dismissed as redundant. The proposed method of selecting employees is as follows:

[SET OUT THE PROPOSED SELECTION CRITERIA.]

We will, however, wish to consult you about the proposed selection criteria and look forward to receiving your views.

The proposed method of carrying out dismissals with due regard to any agreed procedure, including the period over which the dismissals are to take effect

It is proposed that the dismissals will occur on *[insert proposed date, giving due regard to the appropriate period of consultation. If the precise timescale is not yet known, or the redundancies will happen over a period of time, then a range of dates should be stated]*.

The proposed method of calculating the amount of any redundancy payments to be made (otherwise than in compliance with an obligation imposed by or by virtue of any enactment) to employees who may be dismissed

The College proposes to make redundancy payments in line with the Statutory Redundancy Scheme

Consultation

As you know, Section 188(6) requires the College to consult your union about ways of:

- a) avoiding the dismissals;
- b) reducing the numbers of employees to be dismissed; and
- c) mitigating the consequences of the dismissals.

A joint meeting [has been arranged/will be arranged] for [date] to discuss the proposed redundancies but please do not hesitate to contact me if you have any queries in advance of that meeting.

Yours sincerely,

[Name]

[Job Title]

Appendix 3

Dear

Proposals for the re-structure of [insert title]

I am writing to thank you for meeting with me on the [insert date] to discuss the proposed restructuring of the above areas. Enclosed with this letter are a broad set of principles on which the College would like to consult regarding a possible restructure of [insert title].

What this means to you

Under these proposals your current post, [is/is not] at risk of redundancy. The College intends to follow the principles set out in the College Redundancy Policy, including calculations for determining redundancy pay at the statutory rate.

Where there is a reduction in the number of posts and this results in an excess of staff who are employed and qualified to hold those specific posts, then there will be a selection process. This process is set out in the College's conditions of services.

Where a member of staff is not selected or there is no suitable continuing post then they will be at risk of dismissal through redundancy.

Any dismissals by reason of redundancy will occur in accordance with your terms of employment and notice to dismiss will not be issued until after the period of consultation and any selection process that might take place. In line with College procedures, we will consider any requests for voluntary redundancy. However, we will not necessarily grant such requests. If you would like details of such arrangement, please contact Sharon Hollingsworth in the Personnel Office.

Consultation process

The College intends to enter a period of consultation with you and others affected. During this period we will welcome any comments, queries, suggestions or proposals. We will try to respond in a timely manner through this consultation period. We can also arrange meetings on an individual basis where you might have specific or personal queries or concerns. At the end of the consultation period we will write to you to inform you of any comments, queries and proposals of general interest together with the responses to them. We will also inform you at this point of the College's final proposals, as might be modified by the consultation, in line with the College's redundancy policy.

We will, in addition to the initial meeting held on the [insert date] hold a further individual consultation meeting with you and your representative.

Re-deployment

The College will seek to mitigate the effects of redundancy. To this end the College will seek to re-deploy any member of staff who might face dismissal through redundancy. The College will circulate details of available vacant posts and will hold suitable posts for redeployment where appropriate.

If you are identified, on an individual basis, as being at risk of redundancy, a manager and member of the HR team will hold a meeting with you to discuss your skills, abilities and professional interests in order to determine suitable re-deployment opportunities.

Other points

[UCU/Unison] have been informed of this process and we have offered to meet with their representatives should you wish to channel any of your concerns and queries through them.

I realise that this will be a time of uncertainty and concern to you. We will endeavor to mitigate this and you should feel free to discuss any concerns and queries with your manager or [insert name], HR Manager on any of the details above.

Yours sincerely

[name]
[title]

COLLEGE PROPOSALS FOR [insert title]

Name	
Position	
Feedback on proposals	
Alternative ideas/suggestions/proposals	

SIGNED:.....

Please return to [name] by [insert time and date]

Appendix 4

Canterbury College

Statutory Redundancy Frequently Asked Questions

1. Consultation

What information should I be provided with during consultation?

You will be given sufficient information in writing to allow you to take a useful and constructive role in the process of consultation. This will include:

- the need for change and the reasons for and rationale and potential benefits behind the change;
- details of the current position including staffing structure;
- the proposals for change (including the proposed staffing structure if envisaged prior to consultation);
- the proposed method of selecting the employees at risk of redundancy or who may be dismissed, including selection criteria;
- details of the proposed consultation timescale, schedule of meetings and proposed timescale for implementation of the revised structure and resulting redundancies.
- the proposed method of carrying out the dismissals, taking account of any agreed procedure, including the period over which dismissals are to take effect;
- the proposed method of calculating any redundancy payments, other than those required by statute, and any protected pay arrangements that the University proposes to make.

What will the College do to avoid or minimise redundancy?

The College will make every effort to reduce the number of compulsory possible redundancies including through:

- Natural wastage
- Accelerated natural wastage
- Restricting recruitment
- Restricting use of temporary staff
- Redeployment
- Enhanced establishment control
- voluntary early retirement
- Voluntary redundancy
- Training and re-training

What selection criteria will be used in selection for redundancy?

This will be dependent on the situation but may relate to skills, performance, aptitude, attendance and work records.

2. Redeployment

I have been offered alternative employment but I don't think the job they have offered me is suitable. Do I have to take it?

The Employment Rights Act 1996 says that alternative work must be the same as, or not substantially different from the previous work. Work would normally be considered unsuitable if it involved changes to pay, significant impact on travelling time, skill

requirements or status, but suitability may also depend upon subjective factors personal to you. This would be considered on a case by case basis.

What would happen if I refuse a “suitable alternative” position offered?

Suitable alternative employment is defined as “work within the College that is on broadly the same terms and within the same capacity and grade as the current employment”. If you unreasonably refuse an offer of suitable alternative work, you could lose any right you might have had to redundancy pay.

What would happen if I was offered an “alternative” position?

Alternative employment is defined as “work that may be available within the College but on different terms or within a different capacity to the current position and grade”. There is no statutory obligation to offer alternative employment on different grades or with significantly different responsibilities but in a redundancy situation an employee may wish to consider these options. An employee is not obliged to accept an ‘alternative’ offer of employment at a lower grade or on substantially different terms and you will not lose your right to a statutory redundancy payment if you reject such an offer.

If you are offered an “alternative position” position at a grade lower than your current grade and where it is not possible to match the existing salary, you may be eligible for salary protection based on your length of service. Please refer to the College’s redeployment policy for further information

Am I entitled to a trial period with a new job?

Yes, if you accept a suitable alternative position you are allowed a trial period to see if the work is really suitable. The trial period will normally continue for four weeks but may be longer if it is extended by agreement in order to retrain you. If at the end of that time either you or the College consider the position unsuitable you would be able to claim that you are redundant and still qualify for redundancy pay. If you act unreasonably in rejecting the suitable alternative vacancy you may lose your right to a statutory redundancy payment. An agreement to extend the trial period must be in writing and must specify the date that the trial period ends and terms and conditions of employment that will apply after that date.

3. Redundancy Pay Conditions

Am I entitled to redundancy payment?

If you have worked for the College for two years or more, you are entitled to a redundancy payment.

How long will it be before I can expect my redundancy payment?

You will be paid within 14 days of the date of termination.

Do I pay tax and NI on my redundancy payment?

There are **NO** deductions on redundancy payments up to £30,000. You will be taxed on any payment above that amount.

Do I pay tax on my notice pay?

You would normally work your notice. If however under exceptional circumstances you are paid in lieu of notice, in relation to statutory redundancy, tax may not be deducted from your notice pay in certain circumstances dependent on your contract of employment.

What is the current weekly limit for statutory redundancy pay and is this negotiable?

The current statutory limit is £400. This figure is reviewed by the Government on a yearly basis and is not negotiable.

How do statutory redundancy payments relate to age?

The redundancy payment due to each employee under the statutory redundancy payment scheme depends on their age and length of service (subject to a maximum service limit of

20 years). A week's pay is subject to a maximum cap reviewed by the government annually. The College's redundancy policy covers this in detail

A ready reckoner table which will help you calculate your entitlement is available from the following website:

http://www.direct.gov.uk/en/Diol1/DoltOnline/DG_4017972

- Am I entitled to a redundancy payment if I work only a few hours a week?** It does not matter how many hours a week you work. If you have worked for the College as an employee for two years or more, you are entitled to a redundancy payment. If your weekly pay is less than £400 per week then your redundancy payment will be based on your actual weekly pay.
- If I find a job before the redundancy date and resign will I still secure a redundancy payment?**

Before resigning you should discuss your situation with the HR Department. Leaving before the redundancy date may impact on your entitlement to redundancy pay.

4. Terms and Conditions

- How much notice of redundancy am I entitled to?**

The statutory notice for employees is one week for every complete year worked, up to a maximum of 12 weeks. Where you have completed over one calendar month but less than one year, you are entitled to one week's notice. If your contract states differently, you will be given the longer period of notice - either the contract or statutory period. If there is an agreed leaving date (fixed term) in the contract of employment then any notice entitlement will be deemed to have been included.

- Will I be paid for any outstanding annual leave?**

You would normally be expected to take annual leave before leaving. If this is not possible you will be paid for any outstanding annual leave accrued until the date of termination. This would need to be discussed with the HR department or your Line Manager prior to termination. If you have been redeployed within the College to another department you may be expected to take any accrued annual leave before transferring. Again, this would need to be discussed prior to the move with your HR Manager.

- I have been made redundant whilst I am on Maternity Leave – what are my entitlements?**

You will only continue to receive your Maternity Leave entitlements up to the date of your redundancy but you will be entitled to receive Statutory Maternity Pay after this date until the expiry of your 39 weeks' of paid Maternity Leave.

Appendix 5

Redundancy Scoring Matrix (EXAMPLE)

CRITERIA	MARK	NOTES	WEIGHTING	SCORE
Performance (Teaching and Learning Observation grade profile for last 3 years)			*2	
All grade 2 or above	3			
Mix of grade 2 & 3	2			
Consistent grade 3	1			
Mix of grade 3 & 4	0			
Qualifications				
Degree	1			
Professional Qualification	1			
Relevant Vocational Qualification to level 3	1			
DTTLS or Equivalent	1			
Level 2 Functional Skills	1			
Total for Qualifications				
Attendance			*2	
College average (8.1) or less	3			
8 -16 days	2			
16-25	1			
25+	0			
Specific Skills				
(Rank according to importance)	3 - 1			
Subjects Offered				
5+ subjects	3-			
3-4 subjects	2			
Specialist subject only	1			
Current Disciplinary Record				
No record	3			
Informal warning/oral	2			
Written Warning	1			
Final Written Warning	0			
TOTAL SCORE				
SELECT FOR REDUNDANCY	YES		NO	

Appendix 6

RESTRUCTURE/REDUNDANCY FLOWCHART

