

STAFF MANAGEMENT, PERFORMANCE REVIEW & SUPERVISION POLICY

1. Context aims & objectives of this policy

We are committed to managing our employees in line with Abbeyfield's Core values of ensuring that the wellbeing of residents is central to everything we do; treating all staff with dignity and respect and enabling them to learn and develop; enabling individuals to find fulfilment in their work; encouraging staff members to contribute new ideas and promoting openness and honesty.

This policy covers aspects relating to management of staff under various situations and conditions which may arise from the probationary period following employment through to retirement.

2. Probation

New employees are subject to the probationary period as detailed in their employment contract. This is to ensure that they fully understand and can meet the requirements and standards applicable to the role that they have taken on, and for us to see that they can demonstrate and exhibit the skills and experience represented in applying and being interviewed for the job. The key requirement is to make frequent & regular assessments and give corresponding feedback during the probationary period so that dismissal does not come as a surprise (or no proper assessment has been made to justify dismissal).

3. Capability

Where doubt arises about an employee's ability to undertake their duties and responsibilities our Capability Procedure may be used – see Appendix

4. Performance Reviews and One to One Supervision Meetings

In a small organisation such as ours with day to day contact between staff (and those volunteers who act in a managerial capacity), it is appropriate for praise, compliments, issues and problems to be raised as they occur and take any necessary remedial actions. It is important that staff feel supported in their roles and have regular contact with their line manager to review their work, raise any pressing issues and plan for the future. The amount of supervision and the extent to which this is formalised and recorded will depend on the experience of the employee and the size of the project. Performance Reviews provide a regular opportunity to take an overview, typically of the last year, and to consider possible training and development needs and to set objectives for the next year, in line with the strategic aims of the society.

Supervision Meetings are held more frequently and as needed to review recent and future work in an open, respectful and honest manner. Also to look at the current and planned work of the individual, ensuring that (directly or indirectly) this contributes effectively to the quality of life of our residents. In the context of a sheltered house such as ours, they are the means of formally overseeing vulnerability issues with regard to the employees attitude and conduct in relation to particular residents and their needs, and of reviewing situations where a resident may be approaching the point of needing to move on.

Performance Review & Supervision meetings need to take place in a private space free from other work distractions. They should be recorded and the record stored confidentially, the member of staff receiving a copy. Review of the previous record and any action points will act as the starting point for the next meeting.

Performance reviews should not be used to address disciplinary or capability issues, which should be dealt with as they arise.

5 Authorised Leave (annual leave, unpaid leave and leave for jury service).

This section aims to explain clearly and simply the entitlements, rules and guidelines concerning all forms of authorised staff leave. It does not form part of any employee's contract of employment and may be amended at any time. We may also vary the procedures and time limits involved as appropriate.

5.1 Annual Leave

All employees are entitled to annual paid leave, including leave in respect of additional days or hours worked.** The leave year runs from 1st April to 31st March and all staff should use their full leave entitlement each year. Employees and their line managers should ensure that this happens. Unless exceptional circumstances apply, leave cannot be carried over into the following leave year and, if not used, will expire. No payment will be made in lieu if leave is not taken in time.

The nature of the job requires employees to be flexible in order to fit in and around planned and unplanned absences, including holidays which need to be coordinated with colleagues and approved by line managers. Please try to do so at least 4 weeks in advance. Requests will be met wherever possible.

** Entitlement for a full time employee working 35 hours/ 5 days per week is 28 working days including 8 statutory and bank holidays, (equivalent to 5.6 weeks a year).

Full time and part time staff working more or less days or hours will receive a pro-rata equivalent calculated in hours. Bank holidays and weekends are treated as normal working days within your regular working pattern (so not paid e.g. at 1.5x rate) and need to be booked as leave within your overall entitlement if they are to be taken as holiday.

5.2 Unpaid Leave and Leave for religious holidays

Unpaid leave may be granted where there is no further annual leave entitlement remaining. This will not normally be for a period in excess of one working week. Requests should be made to your line manager and will be agreed provided the required level of operational service can be maintained. As unpaid leave is often needed in emergency circumstances, it is important that, if you cannot return on the agreed date that you keep us informed in good time to make alternative arrangements and failure to do so may result in disciplinary action. Time off for religious holidays should either be taken as part of your annual leave or, exceptionally, as unpaid leave.

5.3 Jury Service

Your line manager should be advised as soon as possible of any summons for jury service. You should claim for loss of earnings from the court. The court payment is limited and you can claim the difference between this payment and your salary payment from us for the days involved in your regular working pattern. You will be expected to return to work on full or half days when the court does not require you to be present.

5.4 Sickness during Annual Leave and Annual Leave whilst on Sickness Absence

Employees are not normally expected to go away on holiday during a period of sickness absence. However, if you wish to honour a pre-arranged holiday please inform your line manager in advance. We may then request information from your GP or Occupational Health regarding your fitness.

If you are on long term sick leave and have not been able to take your annual leave entitlement, you can request (in advance) that you take your leave during the period of long term sickness absence. If an employee is taken ill whilst on holiday they may request sick leave be granted instead of annual leave. You are required to follow the normal sickness reporting procedure and inform your manager on the first day of sickness.

Note that you must either self-certificate or provide a medical certificate/ fit note to verify any sickness.

6 REDUNDANCY

From time to time redundancy situations may arise.

For more detail, see the Redundancy Procedures Appendix which covers legal requirements and guidance to ensure the application of best practice

7. LEAVERS

7.1 Exit Interviews and Questionnaires

We aim to continuously improve the experience of people working with us and value the views of our employees in achieving this. We want to understand why staff leave our service and, when appropriate, implement lessons learnt.

To help improve retention this section explains how information is collected from leavers and used to develop effective initiatives to help meet our needs and attract and retain employees.

We recognise the potential negative impact of increased turnover and monitor turnover and reasons for leaving to identify:

- underlying problems and causes of increased turnover
- whether initiatives aimed at improving retention levels are working
- where Abbeyfield could be failing to remain competitive and organisational performance issues.

The following principles are applied when a member of staff leaves to ensure that:

- the leaving process is handled with care so personnel leave with a good impression of us
- we understand the reasons why someone leaves so we can take appropriate action to minimise or address any concerns and
- line managers are aware of the procedures that must be followed when an employee resigns.

Exit Questionnaires

Leavers will be encouraged to complete an Exit Questionnaire with the aims of identifying why staff are leaving and helping to improve retention.

7.2 References for Leavers

All reference requests should be directed to our Secretary. Those who provide personal references have a duty to ensure that the information provided in a reference is accurate and factual; reasonable care is taken not to give misleading information and the reference is balanced.

A standard factual reference which sets out the name of the employee, job title, and employment dates will be provided.

Where there have been problems with an individual, for example if an employee was dismissed for serious misconduct, there is nothing to prevent us from stating the relevant facts in a reference, provided that those facts are known to the individual and are in line with what happened.

Providing a personal reference

Where managers or volunteers are asked to provide a reference in a personal capacity, this must be made clear and under no circumstances may the reference provider use our Abbeyfield headed paper. No liability will be attached to our Society if you decide to act in a personal capacity as a personal referee.

Confidentiality and disclosure of references

All references are given in confidence; however we or the recipient may be required to disclose a reference under certain circumstances (e.g. a request for disclosure purposes).

References received from another person are likely to be covered by the Data Protection Act 1998 (GDPR from May 2018). An individual can have access to information about them, but may not necessarily have access to information about other people.

Subject to the regulatory provisions, it is our practice that where an employee has given notice and they wish to see the contents of their file, we will accommodate their request.

Telephone of verbal references

Requests for telephone or verbal references are to be avoided to minimise the risk of misinterpretation. Any requests for telephone or verbal references will therefore be refused but our standard reference can be requested.

7 RETIREMENT

We are committed to offering flexible working practices which promote equality and flexibility for staff at all stages of their working lives. As there is no longer a statutory retirement age, as long as an employee remains capable of carrying out their role, we will encourage them to remain employed for as long as they wish past their state pension retirement age, but equally they may choose to leave if they wish to do so.

A number of different pension arrangements are operated for our staff and advice should be sought on an individual basis from the Pension Provider. Continuing to work past the date you are eligible for your state pension may also impact on your state pension and any other monetary benefits related to your retirement. You are therefore encouraged to contact the National Pension Service for further advice related to your individual circumstances if you are contemplating doing so.

8. CHANGES SINCE LAST VERSION OF THIS POLICY

Originally introduced in June 2018, this version remains unaltered following review in March 2020

Appendix – Procedural Guidance for Annual Leave & Jury Service

Annual Leave

- 1 New starters will be informed of their annual leave entitlement in the contract confirming their start date.
- 2 Where an employee's start date is in the middle of the leave year, the employee's entitlement will be calculated accordingly. The Administration Manager will confirm to the line manager the number of days/hours entitlement the employee is due in the first year.
- 3 Line managers are responsible for confirming leave entitlements each March, for the following leave year.
- 4 When an employee changes their weekly working hours, The Administration Manager will contact the line manager to confirm the number of days/hours leave already taken in that year. S/he will then confirm the new annual leave entitlement to the line manager who should then notify the employee.
- 5 All employees must book leave in advance and each request must be authorised and signed for by their line manager.
- 6 Calculating Annual Leave for Part Time Staff for the whole year January to December
Multiply 5.6 weeks by the employees weekly contracted hours.
Example: If a part time employee works 21 hours per week: $5.6 \times 21 = 134.4$ hours in a full annual leave year.
- 7 The bank holidays that fall on the working day will be booked as leave and deducted from their entitlement.
- 8 An employee who does not work on any bank holiday during the holiday year will be able to take the equivalent number of days off in lieu within the normal holiday leave rules.
- 9 Where the calculation doesn't result in a figure which would cover a full day or shift, as above the manager has the following options: Agree that an employee may take a full day's leave but are paid only for the element of the day owed from their leave entitlement OR Agree that the employee may start work later or finish work earlier

Jury Service

Employees who receive a summons to serve on a jury should inform their line manager immediately. Amongst the paperwork sent from Her Majesty's Courts Service (HMCS) will be a Certificate of Loss of Earnings which must be forwarded to the Administration Manager for completion as soon as possible.

Employees will be required to return to work on full or half days when the court does not require them to be present. It is the responsibility of the line manager to notify the Administration Manager of the period of leave taken for Jury service and that the period of leave will be unpaid.

When the employee has received their loss of earnings payment from the court, they can claim the difference between this payment and their full salary from Abbeyfield. They will need to submit a copy of the payment received, and authorised confirmation of the hours due to work, to the Administration Manager and the difference will be processed in the next payroll.

Appendix – Capability Procedures

Our Society is committed to avoiding formal capability procedures wherever possible by addressing issues as soon as they arise. Where some form of informal or formal action is needed, we will ensure that issues are raised and dealt with promptly, fairly and consistently and that formal action will only be undertaken in accordance with the provisions of this policy and procedure.

The purpose of this procedure is to set down the procedures to be followed to address issues of performance due to capability.

Roles and Responsibilities

- The line manager has a responsibility to inform the employee about areas of performance which require improvement, set realistic performance standards and objectives and check that the employee fully understand these requirements.
- The line manager is responsible for applying the Capability Procedure at all stages.
- The Administration Manager/ HR Officer will advise managers and employees on all aspects of the process. Advice and guidance should be sought from the Administration Manager/ HR Officer prior to instigating the formal stages.
- Copies of all documentation used in the formal stages should be sent to the Administration Manager.

Right to be Accompanied

- The employee has the right to be accompanied at all **formal** stages of this procedure by a work colleague, a Trade Union representative or an official employed by a Trade Union.
- The companion may assist the employee at all **formal** stages of the procedure. The companion may address the formal meeting to put and sum up the employees case; respond on behalf of the employee to any views expressed and confer with the employee. The companion does not, however, have the right to answer questions on the employee's behalf, address the meeting unless the employee so wishes or prevent the case against the employee being explained.

Informal Action

It is clearly to the benefit of all concerned to avoid the use of the formal capability procedure. Therefore informal action will be considered, where appropriate, to resolve issues of minor misconduct or unsatisfactory performance.

The employee should be advised of any concerns about their standard of performance in their job through normal 1 to1 meetings process, appropriate objectives set, monitored and reviewed. This does not constitute formal action and should be regarded as part of informal performance management.

Formal Capability - Stage One

Where an employee has failed to reach an acceptable standard of performance and the informal process outlined above has been carried out, the Manager should give the employee formal written notice of a meeting to be held under this Capability Policy. The letter should be prepared in consultation with the Administration Manager and a copy retained on the employee's file. The employee should be given a minimum of 5 working days' notice of the meeting. The letter should set out the nature of the alleged poor performance and/or failure to achieve objectives. The employee will be informed that they have a right to be represented at the meeting and will be provided with a copy of this policy.

The purpose of the meeting is to discuss the performance issues and agree action going forward to enable the employee to improve to meet required standards. The following issues will be addressed:

- The nature of the alleged poor standard of performance or failure to achieve objectives
- Clear examples of such failings
- The action which has been taken to date to rectify the situation in terms of training, support and guidance
- Any reason/s for the failure
- Any personal circumstances or other considerations that might affect the employee's standard of performance
- What action can be taken going forward in terms of training, support and guidance to help the employee improve to meet required standards
- A Capability Action Plan (see Appendix 1) should be completed by the Manager with the employee's input.

The employee will have full opportunity to state their case in relation to the information presented by the Manager. They should be warned that if they fail to meet the standards expected within timescales agreed*, it may be necessary to progress to Stage 2 of this process which could ultimately lead to their dismissal.

*The timescale for improvement will be determined by individual circumstances

The Manager should confirm in writing what was discussed and agreed at the meeting in writing, taking advice as necessary from the Administration Manager. This will include for example, the support, training and guidance which will be put in place in the future to assist the employee to reach the required standards of performance. It will also include the timescale within which improvement is expected and a date for the matter to be reviewed and will set out the next steps in the procedure should the employee's performance not improve. A copy of the Capability Action Plan should be included with the letter.

The written summary of the meeting will be sent to the employee within 10 working days of the meeting. A signed copy of this letter should be kept on the employee's personnel file.

Consideration may be given at this stage to the possibility of re-deployment to another job within Abbeyfield (see Section 10.4 below).

Formal Capability – Stage Two

If the required improvement has still not been achieved within the agreed timescale set at Stage One, the manager should contact the Administration Manager to discuss and agree next steps. It is likely that the employee should move into Stage Two of the formal capability process and therefore should be given a minimum of 5 working days' notice of a meeting under Stage Two of this procedure using a letter prepared in consultation with the Administration Manager. The meeting is to be conducted by the same Manager.

The employee will:

- Be informed of the purpose of the meeting
- Be provided with an updated Capability Action Plan outlining the alleged continued poor performance and/or failure to meet objectives
- Be informed of the fact that they have the right to representation at the meeting

- Be informed as to the possible outcomes of the meeting, including dismissal
- Be provided with a second copy of this policy if necessary

The employee may submit written information to the Manager and this must be received a minimum of 3 working days before the meeting.

At this Stage Two meeting the format will be as follows:

- The employee's Manager will present their report by summarising the reasons why the employee's performance is considered to be below standard, detailing the support, guidance and training which has previously been put in place under Stage One.
- The employee &/or representative will have the opportunity to ask questions of the Manager
- The employee and/or their representative will then set out their case in relation to the alleged poor performance and provide any comments on the Capability Action Plan, including any mitigating circumstances
- The employee's Manager will ask questions of the employee
- An adjournment may be requested by any party during the meeting and this will be granted at the discretion of the Manager.
- At the end of the meeting, the employee and their representative will withdraw to allow the Manager to consider the information presented and reach a conclusion. If necessary the manager should contact TAS HR to obtain guidance regarding an appropriate outcome
- Where possible, the Manager will normally make a decision on the same day but they reserves the right to delay a decision depending on the time available, complexity of the case and other reasonable consideration
- The employee will be informed by the Manager if the decision is to be delayed, the reason for the delay (e.g. further information is being sought) and told when the decision will be reached
- The employee will be informed verbally by the Manager (where possible) at the conclusion of the meeting of the decision reached and the reason for the decision and the employee will be informed about their right of appeal against the decision
- The Manager will write to the employee, again in consultation with the Administration Manager, within 10 working days of the decision having been reached to inform them formally of the decision taken, together with information about how to exercise their right of appeal.

A written record will be kept of the proceedings of the meeting

Dismissal

If the decision of the Manager, after obtaining advice and guidance from the Administration Manager/ HR Officer, is that the employee's contract of employment should be terminated, they will dismiss the employee on the grounds of incapability. In these circumstances, the employee has an entitlement to notice or pay in lieu of notice in line with their contract of employment.

Appeals

Appeals against dismissal will normally be considered by a Manager or Trustee not previously involved in the case.

The manager hearing the appeal will arrange for an appeal hearing to take place not less than 28 days after the appeal has been lodged by the employee.

A letter will be sent by the Administration Manager on behalf of the Appeals Manager confirming the details for the Appeal Hearing.

Conducting the Appeal Hearing

The appeal hearing will normally be conducted in accordance with the process set out below:

- The employee and/or representative will be present throughout the duration of the Hearing.
- The employee and/or their representative will put their case for the appeal to the Manager.
- An adjournment may be requested by any party to the Appeal Hearing and will be granted at the discretion of the Manager.
- At the end of the Appeal Hearing, the employee and/or their representative will withdraw to allow the Manager to deliberate and reach a conclusion.
- Where possible, the Manager should make a decision on the same day but reserving the right to delay a decision depending on the time available, complexity of the case and other reasonable consideration.
- The employee and/or their representative will be informed if the decision is to be delayed and told when the decision will be reached.
- The employee and/or their representative will be informed in writing of the conclusion of the Manager and the reasons for their decision.

Notes will be taken of the meeting. We reserve the right to record the meeting, if so the recording will be transcribed and minutes provided to the employee where requested.

A letter will be sent by the Manager hearing the Appeal to the employee within 7 days setting out the decision.

Appendix – REDUNDANCY PROCEDURES

This Appendix may or may not prove useful to member societies and can be deleted or adapted to suit as appropriate (with corresponding amendments to the text in the relevant section).

From time to time it will be necessary to restructure or close services operated by our Society. This policy has been developed to give guidance to management and staff as to both the legal requirements when redundancies are made and also best practice to ensure our staff are treated fairly when impacted.

This policy is intended to clarify the policy and procedures that will be followed by us, where appropriate, where redundancy situations arise.

A redundancy situation will arise in the following instances:

- Closure of the business
- Closure of the employee's workplace
- A reduced need for employees to do work of a particular kind.

This policy and procedure applies to all of our permanent employees, both full time and part time. It does not apply to staff employed on fixed term or temporary contracts or to volunteers.

It also does not apply to the termination of employment contracts due to unsatisfactory performance or conduct in which case the Disciplinary or Capability Sections will apply. It does not apply to termination of contracts due to ill health, in which case the Sickness Absence Section will apply.

Formal Consultation

As soon as a redundancy situation arises, we will consult with all potentially affected employees.

The purpose of consultation is to:

- Explain the reasons for the need for redundancies
- Explain the procedure to be followed and the employee's rights to representation and redundancy pay
- Explore alternative options to redundancy such as redeployment or reductions in hours
- Agree the selection criteria and process to be followed, where applicable.

Where less than 20 employees are at risk of redundancy (as is likely with our Society), we will consult with the employees individually. The consultation process will begin as soon as possible. There is no minimum length that the consultation process must last; this will be dependent on individual circumstances and will be determined by us.

Consultation

There's no time limit for how long the period of consultation should be, but the minimum is:
20 to 99 redundancies - consultation must start at least **30 days** before any dismissals take effect.
100 + redundancies - consultation must start at least **45 days** before any dismissals take effect.

Voluntary Redundancy

Prior to selection, employees may be asked to volunteer for redundancy and this may avoid or reduce the need for compulsory redundancies. We reserve the right not to accept any volunteer for redundancy.

Selection Criteria to Fairly Select Individuals for Redundancy

Where a specific job role at risk of redundancy is carried out by more than one employee, a selection process will be carried out. The criteria used to determine which employees are to be

selected will be defined in each individual circumstance of redundancy. Where appropriate, employees and/or their representatives will be consulted on the selection criteria and process to be followed.

The selection criteria will usually be based on the Job Description and a scoring system will be used to assess the individual employee's ability to carry out each aspect. The Redundancy Selection Assessment Form will be used.

In addition, the following criteria may also be used:

- Length of service or 'Last in First Out' (LIFO)
- Attendance record
- Disciplinary record
- Skills/qualifications/training
- Experience
- Time keeping
- Future potential
- Flexibility
- Performance

The defined selection criteria will be applied fairly and consistently to all affected employees.

Suitable Alternative Employment

Our priority will be to consider whether it is possible to provide suitable alternative employment for employees affected by redundancy. Suitable alternative employment will be judged on the following factors (and other factors which may apply in the specific circumstances):

- Pay and benefits
- Status
- Location
- Working environment
- Hours of work

Where there are no *suitable* alternative positions we will consider all other posts vacant at that point in time. These may be different roles in terms of tasks, seniority or terms and conditions of employment. There is no statutory obligation to offer alternative employment of this nature. An employee is not obliged to accept an 'alternative' offer of employment which is substantially different to the role they currently carry out or which is on substantially different terms. However an employee may wish to consider this option as an alternative to redundancy.

Where a redundant employee is redeployed, notice will be issued of the end of the redundant post and a new contract will be issued which will replace any existing terms and conditions although length of service will be considered to be continuous.

Trial Period for New Roles

There will be a 4 week trial period in order for both the employee and us to consider whether the new role is suitable. This will begin at the end of the employee's contractual notice period for the role which has been made redundant. Where either party decides that the alternative role is not suitable, this will be formally confirmed and the employee will be made redundant without any loss of entitlement to redundancy pay.

Changes to Terms and Conditions as an Alternative to Redundancy

In some situations, it may be possible to make reductions in working hours or other changes to terms and conditions such as implementing a pay freeze, to achieve the changes necessary as an

alternative to redundancy. Where we think this is a possibility, it will be explained to employees as part of the formal consultation process.

Redundancy Pay

Employees who are dismissed by reason of redundancy will be entitled to statutory redundancy payment (SRP) and notice in accordance with their individual contract of employment (or pay in lieu of notice). Employees are entitled to SRP if they have a minimum of two years continuous service with Abbeyfield and have not unreasonably refused suitable alternative employment. SRP is calculated according to the individual employee's age and length of service using the 'Ready Reckoner'. The employee's weekly salary is capped at the current statutory maximum.

Right to Representation

Employees will be entitled to be accompanied by a colleague or Trade Union representative at all stages of formal consultation.

Recording Meetings

Non-verbatim notes will be taken of all formal meetings and a copy provided to the employee

Collective Redundancies

A collective redundancy situation arises when twenty or more employees may be made redundant within a ninety-day period at one establishment (this is unlikely to apply to us).

Electing a Representative(s) in Collective Redundancies

In any collective redundancy situation we will seek to elect a representative who we will consult with on behalf of affected employees. We will determine the number of representatives to be elected so that there are sufficient representatives to represent the interests of all the affected employees, having regard to the number and classes of those employees. Any employee affected by the redundancy action may stand as a representative. A ballot will be carried out to determine the representatives. The employee(s) who receive the most votes will be confirmed as representatives for the duration of the consultation process. (this is unlikely to apply to us).

Appeals against Redundancy

Any employee who has been made redundant has a right of appeal against this decision. Employees must make their appeal in writing within 5 days of receiving written confirmation of the redundancy.

Redundancy Consultation Process

Initial Meeting

Individuals will be invited to a meeting to be informed that a redundancy situation has arisen. This is not to be regarded as a formal meeting under this procedure, therefore, there is no right to representation at the meeting, which, where appropriate, will take the following format:

- The manager will explain the reasons for the potential redundancy and confirm the effects of this in terms of what changes are needed and the numbers of employees at risk of redundancy.
- The manager will explain that a formal consultation process will begin which will focus on avoiding or minimising redundancies.
- Where it is necessary to go through a selection process, employees should be informed of this and the proposed selection criteria and procedure to be used should be fully explained.
- Individuals should be informed of their rights to redundancy pay and how this will be calculated.
- The manager should confirm how long the consultation process will last and arrangements for meeting on an individual basis again.
- The meeting should be followed up in writing. The letter will be prepared by HR in consultation with the manager.

Formal Consultation Meetings

The Confirmation of Redundancy Consultation letter should confirm the arrangements for meeting formally with individuals. At least one formal consultation meeting will take place with the employee. The employee will have the right to be represented at any formal consultation meetings and any meeting, where appropriate, will take the following format:

- The manager should discuss the suitable alternative posts (see above for definition of suitable alternative) that are available (if this is the case) with the employee to confirm their interest
- Where no *suitable* alternative posts are available, the manager should provide the employee with a list of all vacant posts within our organisation and explain that any of these may be considered as an alternative to redundancy. Where an employee expresses an interest in such a post, the manager should obtain further details about terms and conditions from the Administration Manager and confirm to the employee
- Where it is necessary to go through a selection process, the criteria and the procedure should again be explained and arrangements confirmed (see below).

This meeting should be followed up in writing. This letter will be prepared by the Administration Manager in consultation with the manager.

Final Consultation Meeting

The purpose of the Final Consultation Meeting will be to confirm the redundancy or confirm alternatives to be put in place. The employee will have the right to representation and the meeting will, where appropriate, take the following format:

- The manager will outline what has happened so far in the consultation process. This will include any selection process, alternative posts considered and changes to terms and conditions of employment
- The manager will confirm the outcome of any selection process and what this means for the employee
- If the employee is to be made redundant, the manager will confirm this, their redundancy pay, notice arrangements and right to appeal against the decision
- If the employee is to be redeployed, formal notice that the employee's post is redundant will be given, along with confirmation of the arrangements for the 4 week trial period

The meeting will be followed up in writing. This letter will be prepared by the Administration Manager in consultation with the manager.

Appeal

Any employee who has been made redundant has a right of appeal against this decision. Employees must make their appeal in writing within 5 days of receiving written confirmation of the redundancy.

An appeal meeting will be held within 10 days of receiving the employee's appeal in writing and will consider the grounds on which the dismissal is appealed.

The manager considering the appeal will confirm the decision as soon as possible, usually within 5 working days, of the date of the appeal meeting.

Calculating Redundancy Pay

The employee's weekly salary will be calculated by dividing their gross annual salary by 52 (weeks of the year). The maximum week's pay that an employee is entitled to under the statutory scheme capped at the current statutory rate which changes each year.

Where an individual is employed on a zero hours contract, their weekly pay will be calculated by taking an average of their last 12 weeks salary.

The Ready Reckoner will be used in all cases to calculate entitlement to redundancy pay. The redundancy payment due to each employee on his or her age and length of service (up to twenty years). This determines the number of weeks pay due.

The following amounts are used to calculate number of weeks pay due:

- 0.5 week's pay for each full year of service where age during year less than 22
- 1 week's pay for each full year of service where age during year is 22 or above, but less than 41
- 1.5 weeks' pay for each full year of service where age during year is 41+

Where an employee's service crosses two bands, the figures in each band should be added together.

Example 1:

If an employee is 25 with 7 year's service, they will be entitled to 5 weeks' redundancy pay. The 5 weeks entitlement is based on 0.5 weeks' pay for each completed year of service between age 18 and 22 and 1 week's pay for each completed year of service between age 22 and 25. (The middle band of 1 weeks' pay only applies where an employee, who is entitled to a redundancy payment, has completed a year service at age 22 or above).

Example 2:

If an employee is 38 years old and has 12 years of service, they will be entitled to 12 weeks' redundancy pay. The 12 weeks is based on 1 week's pay for each completed year of service between age 26 and 38.

Example 3:

If an employee is 49 years old and has 15 years of service, they will be entitled to 19 weeks redundancy pay. The 19 weeks' entitlement is based on 1 week's pay for each completed year of service between age 34 and 41 and 1.5 weeks' pay for each completed year of service between age 41 and 49.