

EAST AYRSHIRE COUNCIL

CABINET – 23 FEBRUARY 2011

REVISED REDUNDANCY POLICY AND PROCEDURES

Report by Executive Director of Finance and Corporate Support

1. PURPOSE OF REPORT

- 1.1** The purpose of the report is to recommend to Cabinet proposed changes to the Council's Redundancy Policy and Procedures following consultation with the Trade Unions.

2. BACKGROUND

- 2.1** The review of the Redundancy Policy and Procedures takes account of the decision taken by Cabinet on 23 June 2010 to revise the level of compensatory added years awarded to employees who are members of the Local Government Pension Fund and who are prematurely dismissed or retired from the Council on the grounds of redundancy or efficiency of the service. The review also takes account of new legislation and best human resources practice.
- 2.1** The Policy and Procedures are applicable to Local Government Employees, Craft Operatives and Chief Officers. They do not apply to Teaching Staff who are covered by separate arrangements.
- 2.3** The revised Redundancy Policy and Procedures are attached and are also available in the Members' Information Point. The main changes proposed are summarised below:

3. PROPOSED CHANGES

- 3.1** The Policy and Procedures have been updated to reflect that:
- all references to Personnel Services have been replaced by Human Resources;
 - amended wording has been made to the Policy Statement (paragraphs 1.1; 1.2 and 1.3);
 - a new section has been developed under Compulsory Redundancies (paragraph 2.2);
 - a new section has been developed under Voluntary Redundancies (paragraph 2.3);
 - revised compensatory added years has been agreed (paragraph 3.1 (b));
 - amended wording has been agreed to Section 5 on Notification to Cabinet (paragraph 5.1 and paragraph 5.2);

- a new section has been developed under Welfare (Section 6);
- amended wording has been made to the Appeals Procedure (paragraph 7.2);
- a Redundancy Selection Matrix has been developed (Appendix 1);

3.2 All documentation used in the redundancy process will be updated to reflect the proposed changes.

3.3 A Manager's Guide to Redundancy and Redundancy Matrix has been produced to provide practical advice and guidance to Managers in dealing with redundancy issues within their department.

3.4 The revised Policy and Procedures will continue to assist the Council to achieve and sustain a corporate and consistent approach to effecting workforce reductions thereby assisting the Council to operate effectively and deliver quality services.

4. COMMUNICATIONS

4.1 Employees will be advised of the revised Redundancy Policy and Procedures through the Council's intranet site, Ewords, the issue of a relevant PER Circular and through team briefings. A copy of the Manager's Guide to Redundancy and Redundancy Matrix will be circulated to every relevant manager.

5. FINANCIAL IMPLICATIONS

5.1 There are no costs relating to the proposed changes to the Revised Redundancy Policy and Procedure.

6. POLICY/LEGAL IMPLICATIONS

6.1 The proposed changes will ensure that the Council continues to meet its legislative requirements as an employer. The proposals meet the pursuit of continuous improvement and best value and the guiding principles of the Community Plan.

7. CORPORATE MANAGEMENT TEAM

7.1 The Corporate Management Team considered and endorsed the revisions to the Policy and Procedures at its meeting on Wednesday 15 December 2010.

8. TRADE UNIONS

8.1 The proposed changes have been agreed with the Trade Unions.

8.2 It should be noted that in terms of the Redundancy Policy and Procedures there will be continuing consultation with the Trade Unions in relation to the application of the Policy and Procedures in specific cases.

9. RECOMMENDATIONS

9.1 Cabinet is recommended to approve the revised Redundancy Policy and Procedures.

Alex McPhee
Executive Director of Finance and Corporate Support
10 February 2011

BACKGROUND PAPERS

1. Report on Revised Redundancy Policy and Procedures by the Depute Chief Executive/Executive Director of Corporate Support to Cabinet of 3 October 2007.
2. Per Circular 4/08 dated 23 June 2008 on Revised Redundancy Policy and Procedures.
3. Per Circular 4A/08 dated 23 June 2008 on Revised Redundancy Policy and Procedures.

Any person wishing further information should contact Martin Rose, Head of Human Resources (Telephone 01563 576092).

Implementation Officer – Martin Rose, Head of Human Resources

REDUNDANCY POLICY AND PROCEDURES

FEBRUARY 2011



Quality | Equality | Access | Partnership



EAST AYRSHIRE COUNCIL

REDUNDANCY POLICY AND PROCEDURES

1. POLICY STATEMENT

- 1.1 It is the Council's intention to provide a stable work environment and security of employment for its employees. The Council will ensure that, wherever possible there will be no compulsory redundancies. Nevertheless, the changing nature of roles, responsibilities and services may arise where required which necessitate the need for reductions in employee levels which may lead to the possibility of redundancies.
- 1.2 In an effort to minimise the impact of any potential redundancy situation, Heads of Service will advise the Head of Human Resources of any anticipated reduction in staffing levels to allow consultation with the Trade Unions with a view to the earliest application of this Policy and the Council's Redeployment Policy and Procedures. This should take account of the current legal obligations on employers i.e. where it is proposed to dismiss as redundant 100 or more employees at least 90 days and for 20 to 99 employees at least 30 days.
- 1.3 It is recognised that where necessary this Redundancy Policy and Procedures will be amended in consultation with the Trade Unions to reflect the particular circumstances prevailing at that time.
- 1.4 In order to qualify for a redundancy payment, the employee(s) affected must have at least two years continuous employment as recognised by the Council with a relevant post being deleted from the Council's authorised establishment.

Note:- For these purposes continuous service is defined as service required to qualify for statutory redundancy payments and includes an employee's continuous service with organisations listed in the Redundancy Payments (Continuity of Employment in Local Government etc) (Modification) Order 1999 and subsequent Amendment Orders.

- 1.5 The Policy is applicable to Local Government Employees, Craft Operatives and Chief Officers. **It does not apply to Teaching Staff.**
- 1.6 Where appropriate the Redundancy Policy and Procedures should be considered in the context of the Council's Redeployment Policy and Procedures.

2. PROCEDURE

(Note: Any reference to 'Management' in this procedure should be read as meaning Head of Service in consultation with the Head of Human Resources.)

2.1 Where the possibility of a reduction in the workforce arises Management will enter into consultations with Trade Unions at the earliest opportunity with a view to establishing whether the proposed job losses can be achieved by means other than compulsory redundancies. In the first instance the following alternative options, which are not set out in any order of priority may be considered, subject to operational requirements:

- impose an immediate ban on recruitment of new employees other than where this is agreed as being essential;
- review redeployment and/or retraining options for employees concerned;
- restrict the use of any sub - contract labour, temporary employees and casual workers;
- reduce the amount of overtime working;
- review possible alternative working arrangements;
- invite expressions of interest for early retirement and/or voluntary severance.

2.2 COMPULSORY REDUNDANCIES

2.2.1 Where, after due consideration of these alternatives, Management determine the need for compulsory redundancies, they will formally notify the Trade Unions of their proposals.

2.2.2 Where any change in departmental structure/staffing requirements results in a compulsory redundancy situation, Management will continue to make every effort to identify suitable alternative posts within the individual employee's notice period. However, no guarantee can be made that any employee who has been given formal notice of termination of employment on grounds of redundancy will be successfully redeployed.

2.2.3 The basis of selection for redundancy, subject always to the Council's need to ensure that the necessary skills, knowledge and balanced workforce are maintained to continue to provide best value in the provision of services, will be discussed with the Trade Unions prior to implementation.

2.2.4 To assist departments to provisionally select employees for redundancy in a fair and transparent way, a Redundancy Selection Matrix has been developed. The Redundancy Selection Matrix is attached as Appendix 1.

2.2.5 Having consulted the Trade Unions, Management will at the earliest opportunity, notify all employees who are in a redundancy situation of their reasons for their redundancy and the criteria which will be used. Management will then enter into immediate consultation on an individual basis with those employees who have been provisionally selected for redundancy. In the course of the consultation process, employees will be informed of the basis of their provisional selection, their entitlements and will be invited to make representations on their proposed dismissal. This is separate from their formal

entitlement as detailed in paragraph 2.2.6. Management will take due note of, and will give full consideration to, any such representations before a formal confirmation of redundancy is made.

- 2.2.6** Where selection is confirmed, the employees concerned will be given notice of termination of their employment in accordance with their contractual entitlements.
- 2.2.7** If any employee is dissatisfied with either the method of their selection for redundancy or with the application of the agreed criteria to their individual circumstances, they will have the right of appeal to the Appeals Panel in accordance with the Council's Appeals Procedures.
- 2.2.8** Employees will normally be expected to work their notice period however, if they prefer, they may formally confirm in writing their wish to waive this requirement and any entitlement to notice pay. (In exceptional circumstances where it is considered to be in the interests of the Council, employees may leave early with appropriate payment in lieu of notice).
- 2.2.9** During the period of notice and until the termination date, every effort will continue to be made to seek alternative employment within the Council. Where suitable posts are identified those employees who have been confirmed as being redundant will be given priority considerations for these posts. Whilst every effort will be made to redeploy employees into any available suitable post on their existing basic contractual wage/salary, should this not be possible then the employee will be offered an alternative post, if one is available, on the pay, terms and conditions applicable to that post. Employees will not be redeployed into a higher graded post as an application of the Redeployment Policy and Procedures except in exceptional circumstances. (Please refer to the Redeployment Policy and Procedures for appropriate details).
- 2.2.10** After formal notice of redundancy/termination of employment has been issued to individual employees and until the termination date, where an employee is offered and wishes to commence employment outwith the Council then they should contact Human Resources to establish whether or not taking up such employment will impact on any redundancy payment.
- 2.2.11** Employees who accept alternative employment with the Council will be entitled to a work trial in the proposed new post usually for a period of 4 weeks. The arrangements for the trial period are as outlined in the Redeployment Policy and Procedures.
- 2.2.12** Employees who refuse an offer of alternative employment which the Council considers to be suitable may not be entitled to receive a redundancy payment. A decision on whether or not an employee will be entitled to a redundancy payment will be made by Management based on all the circumstances. The employee will be notified of this decision at the earliest opportunity and will have the right of appeal against the decision in accordance with the Council's Appeals Procedures.

2.2.13 Subject to the Council's operational needs, employees will be given permission to take reasonable time off work during their notice period to look for work outwith the Council or seek retraining opportunities in accordance with current legislation. Requests for time off should be made in the first instance to their line manager. The Council will also endeavour to assist employees for whom alternative work cannot be found to find other employment outside the Council. This will include training on job seeking skills, individual counselling, and provision of reasonable resources, e.g. typing, stationery.

2.2.14 If suitable alternative employment cannot be found within the employee's notice period then the termination of employment will take effect at the due date.

2.3 VOLUNTARY REDUNDANCIES

2.3.1 The Council will, whenever possible, invite expressions of interest for voluntary severance before undertaking compulsory redundancies. Invitations for expressions of interest for voluntary severance will be issued to those employees who are directly affected by the potential redundancies.

2.3.2 The Council may consider, where appropriate, redundancies on a voluntary basis where volunteers for redundancy are invited from certain groups of employees or specific sections not directly affected by possible compulsory redundancies to enable employees under threat of redundancy to move into the vacancy created.

2.3.3 Where the number of requests for voluntary severance exceeds the number of redundancies required to be made, then a selection of employees will take place based on criteria as outlined in the Redundancy Selection Matrix and/or by competitive interview amongst the volunteers.

2.3.4 The employees who have requested voluntary redundancy but have not been successful in their application will be retained on a reserve list for a specified period of time. This will enable the Council, if additional redundancies are required, to offer voluntary severances to those employees on the reserve list during the specified period.

2.3.5 Where there is no oversubscription of applications for voluntary redundancy then these will normally be accepted subject to the Council's need to ensure that the necessary skills, knowledge and balanced workforce are maintained.

2.3.6 This process allows employees to consider alternative employment with the Council.

2.3.7 The dismissal of the employee who leaves voluntarily must be redundancy and not some other reason such as performance which would take the dismissal outside the scope of redundancy and therefore make it potentially unfair.

3. REDUNDANCY PAYMENTS

3.1 Employees who are made redundant from their posts will receive appropriate payments based on the following:

(a) Weekly Pay Limit

The calculation of redundancy payments will be based on the employee's contractual earnings where it exceeds the statutory weekly pay limit, currently £380 per week.

(b) Compensatory Added Years

Compensatory added membership years to enhance pension benefits will be awarded to local government employees aged 50 or over who are members of the Local Government Pension Scheme and who are dismissed or retired by the Council on grounds of redundancy or efficiency of the service.

Employees who were in the Pension Scheme on 5 April 2006 will retain the minimum retirement age of 50 in respect of redundancy or efficiency of the service.

The number of added years awarded will be dependant on the circumstances in each case and subject to a maximum of 5 years for redundancy plus statutory redundancy payment or a maximum of 5 years on the grounds of efficiency of the service with no redundancy payment based on the following Added Years Ready Reckoner:

Length of Local Government Pension Scheme Membership	Number of Added Years Awarded
Up to 10 years	No added years
Between 10 years and less than 20 years	Up to 2 added years
Between 20 years and less than 30 years	Up to 4 added years
Over 30 years	Up to 5 added years

This means 73 added days service for full year of service beyond 10 years with a maximum of 5 added years.

The provisions contained in the table above will apply to both redundancies and also retirals in the interests of the efficiency of the service.

(c) (1) Statutory Redundancy Payment

Redundancy payments will be paid based on an employee's age and completed years of service up to a maximum of 20 years service and subject to a maximum of 30 weeks pay provided that they have a minimum of 2 years continuous local government service in accordance with the Statutory Redundancy Scheme. A 'ready reckoner' for the calculation of statutory redundancy payments is attached (Appendix 2).

(c) (2) Enhanced Redundancy Payment

An enhanced redundancy payment will be paid based on an employee's age and completed years of service up to a maximum of 20 years service and subject to a maximum of 66 weeks pay provided that they have a minimum of 2 years continuous local government service in accordance with the Council's Enhanced Redundancy Payments Scheme. A 'ready reckoner' for the calculation of enhanced redundancy payments is attached (Appendix 3).

The enhanced redundancy payment will not be applicable to those employees who are awarded added membership years for pension purposes. Those employees will receive a redundancy payment based on the Government's Statutory Redundancy Payments Scheme under (c) 1 above.

(d) In Lieu of Notice Payment

Whilst employees will normally be expected to work their notice period they may prefer to formally confirm in writing their wish to waive this requirement and any entitlement to notice pay. However in exceptional circumstances where it is considered to be in the interests of the Council, employees may leave early with appropriate payment in lieu of notice.

- 3.2** In terms of the Local Government Pension Scheme, under the Council's Statement of Policy of Employers' Discretions, relevant employees may, depending upon the individual circumstances applicable to their situation, have the option of choosing either compensatory added years; compensatory added years plus a statutory redundancy payment or an enhanced redundancy payment.

4. SCHEME OF DELEGATION

- 4.1** Cabinet at its meeting on 23 June 2010 agreed that the Head of Human Resources be given delegated authority to approve all non-teaching redundancies where they come within the criteria of the Council's Redundancy Payments Scheme and there are no added years element or strain on the funds costs.
- 4.2** The Head of Human Resources will advise Cabinet on a regular basis of the number of employees who leave the Council's service under the Council's Redundancy Payments Scheme.

5. NOTIFICATION TO CABINET

- 5.1** The costs to the Council associated with all redundancies and retirements under the efficiency of the service must be reported to Cabinet to ensure that members are aware of the costs involved. This information will include, as appropriate, the employee number; redundancy payment; added membership years for pension entitlement; annual pension; retirement grant and strain on the fund costs.
- 5.2** The Head of Human Resources will advise Cabinet on a regular basis of the number of employees who leave the Council's service under the Council's Redundancy Payments Scheme.

6. WELFARE

- 6.1** It is recognised that a redundancy situation can be a stressful experience for the employee concerned. The Council will offer support to employees affected through line management, Human Resources and the Employee Counselling Service. This support will seek to provide assistance as necessary in dealing with redundancy, completion of application forms, retraining, interviewee skills and personal problems.

7. APPEALS PROCEDURE

- 7.1** Where an employee is dissatisfied with any application of the Redundancy Policy and Procedures in relation to their own position then they may raise a grievance under the Council's Grievance Procedure in the usual way.
- 7.2** Employees who are appealing against dismissal from their post on the grounds of redundancy should complete the Disciplinary Procedures Notification of Appeal Form under the section 'Grounds of Appeal (c) - the decision to terminate my employment with the Council (non disciplinary)'. The form should be forwarded to the Head of Human Resources within 14 days of receiving written notification of the dismissal.
- 7.3** Appeals against Dismissal will receive priority by the Appeals Panel.

8. RECORD KEEPING

- 8.1** It is important that accurate record keeping is maintained throughout the redundancy process. All correspondence and documentation must be kept confidential in accordance with the Data Protection Act, 1998.
- 8.2** A record of all redundancies will be retained confidentially within the Department of Finance and Corporate Support (Human Resources). The information will be used for statistical purposes only and to establish patterns and consistency. The information will be summarised and filed in a central departmental file. **For further advice contact Human Resources.**

9. REVIEW

- 9.1** To ensure that the Redundancy Policy and Procedures are applied effectively, Human Resources will monitor the Policy and Procedures on an ongoing basis. The Policy and Procedures will be reviewed on an annual basis or earlier if required following any changes in the relevant legislation, regulations or operational requirements.

EAST AYRSHIRE COUNCIL

REDUNDANCY SELECTION MATRIX

1. INTRODUCTION

- 1.1 This document sets out the principles to be used to enable departments to develop a redundancy matrix to enable employees to be provisionally selected for redundancy in a fair and transparent way. It takes account of the ACAS guidance on Redundancy Handling and the COSLA Redundancy Guidance for Employees.
- 1.2 The principles outlined in this policy document apply to both voluntary redundancy and compulsory redundancy.

2. REDUNDANCY POOL

- 2.1 Prior to identifying those employees who may be covered by a programme of redundancy, it is first of all necessary to identify those areas of activity where it is intended that there should be a reduction in the workforce. This analysis could focus on the following areas of the workplace:-
- individual post(s)
 - specific category of post(s) e.g. clerical assistant
 - post(s) tied to a function which it is intended will cease
- 2.2 The areas identified in section 2.1 above may be within a particular department or service and may require consequential redundancies in other departments or services where such an approach would assist redeployment.
- 2.3 Where voluntary redundancy or early retirement does not produce suitable volunteers or where there is a surplus of volunteers, then management in consultation with the relevant Trade Unions will identify the selection criteria to be used and the weighting if any which will be applied to these criteria. All criteria should be completely objective and the overall test is one of reasonableness and justifiability. It is important that the selection process is transparent and the key objective is to maximise objectivity in the criteria and the scoring.

3. SCORING PANEL

- 3.1 In order to apply the matrix criteria, a scoring panel will be established. Membership of the scoring panel and the method of scoring will be subject to consultation with the relevant Trade Unions. Under no circumstances should the scoring be undertaken by one individual. A representative from Human

Resources should be a member of the scoring panel to observe the scoring process and ensure that the process has been undertaken fairly.

- 3.2 It is vital that the scoring panel has access to sufficient information on each individual within the selection pool, so that informed judgements are made.

4. REDUNDANCY MATRIX

- 4.1 The redundancy matrix will effectively score or rank the individuals within the pool and identify those employees who are likely to be ‘at risk’ of redundancy, depending on the number of redundancies needed in that service.

- 4.2 The selection of employees for redundancy will be a considered and objective process. Once agreed, for a specific redundancy situation, the matrices or scoring systems cannot be changed to influence the results.

5. MATRIX CRITERIA

- 5.1 The following criteria will be used in the selection for redundancy:

Skills and Experience	Score
Displays full competence in current role, is multi-skilled, flexible, able to take on a range of different roles	15
Displays full competence in current role, is multi-skilled, regularly providing support to others	12
Displays full competence in current role	9
Displays competence in most aspects of current role but requires some supervision	6
Has insufficient skills in current role and cannot operate without close supervision	3

Work Performance	Score
Overall performance is outstanding and consistently exceeds the required standard	15
Overall performance exceeds the objectives of the role	12
Overall performance meets all the objectives of the role	9
Overall performance meets most of the objectives of the role	6
Overall performance fails to meet the objectives of the role	3

Attendance Record (over a two year period)*	Score
Excellent attendance/timekeeping, minimal instances of absence	5
Above average attendance, some examples of absence/lateness but less than the selection pool average	4
Attendance/Timekeeping equivalent to the selection pool average	3
Below average or poor attendance/timekeeping compared with the pool average	2
Unacceptable level of attendance/timekeeping	1

* Absences attributed to a disability or pregnancy should be discounted.

* Any industrial accidents which have been noted in the accident book, been investigated and verified that the employee is not to blame will also be discontinued.

Disciplinary Record*	Score
No disciplinary record	5
Informal disciplinary discussion/letter of concern	4
Verbal warning	3
Written warning	2
Final written warning	1

* only 'live' disciplinary action will score

Continuous Employment	Score
Over 15 years service	5
Between 10 and 15 years service	4
Between 5 and 10 years service	3
Between 2 and 5 years service	2
Up to 2 years service	1

Quality and Accuracy of Work	Score
Generates few faults with no customer comebacks Quality of work is excellent	10
Generates some faults with customer comebacks Quality of work is good	8
Generates average number of faults with customer comebacks Quality of work is satisfactory	6
Generates above average number of faults with customer comebacks Quality of work is poor	4
Generates unacceptable number of faults with customer comebacks Quality of work is very poor	2

5.2 In addition to consideration of the elements contained in the Redundancy Matrix outlined in the following section, account will be taken of the cost of making individual employees redundant on either a compulsory or voluntary basis. In this context it is expected that generally savings will accrue within a two year period. Thus, in certain circumstances and where otherwise the scores generated by the Matrix are broadly similar between individual employees then the option which generates savings within the shortest period for the Council will be taken.

5.3 The above list is illustrative only, is not exhaustive and may be amended following consultation with the Trade Unions.

5.4 Where a criteria lacks quantifiable or factual information then care must be taken to ensure that the supporting information used is relevant and

reasonable to be used in these circumstances i.e. a disciplinary record is verifiable and factual whereas quality of work may not be.

- 5.5 If the Scoring Panel is unable to gather quantifiable or factual evidence or relevant supporting information, then it is recommended that they do not include the relevant criteria in the Redundancy Matrix.
- 5.6 The reference period to be used in respect of each criteria in the Redundancy Matrix will be agreed on an individual basis with the Trade Unions.
- 5.7 Whatever selection criteria are chosen, care needs to be taken to ensure that the Council complies with the relevant legislation.
- 5.8 As indicated in section 4.3 above, in addition to the criteria contained in the Redundancy Matrix account will also be taken of the cost of releasing individual employees.
- 5.9 In situations where proposed redundancies are being accompanied with a restructuring of the service and a revision of roles and responsibilities, then it may be necessary for interviews to be held amongst the pool of affected employees.

6. TOTAL SCORES

- 6.1 All the scores from each criteria will be added together to achieve the total score for an employee. This total score will be used in the selection process for redundancy.
- 6.2 Where it is necessary to reduce the head count in a work area from 20 to 15, and no volunteers have been identified then a selection matrix is completed for all 20 employees. The 5 employees with the lowest scores will be provisionally selected for compulsory redundancy.
- 6.3 Where it is necessary to reduce the head count in a work area from 20 to 15, and 7 volunteers have been identified then a selection matrix is completed for the 7 employees. The 5 employees with the lowest scores will be given the first opportunity for voluntary redundancy.

7. ACCESS TO MATRIX SCORES

- 7.1 An employee who is declared redundant on the basis of selection criteria has the right to see a breakdown of their score and should be given information about their position on the matrix relative to other employees in the selection pool, subject to the application of the Data Protection Act 1998. They should not be given the specific scores of others in the selection pool.

Appendix 2

STATUTORY REDUNDANCY PAY - AFTER 1 OCTOBER 2006 READY RECKONER FOR EMPLOYEES

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

COMPLETED YEARS SERVICE

AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18	1																		
19	1	1½	-																
20	1	1½	2	-															
21	1	1½	2	2½	-														
22	1	1½	2	2½	3	-													
23	1½	2	2½	3	3½	4	-												
24	2	2½	3	3½	4	4½	5	-											
25	2	3	3½	4	4½	5	5½	6	-										
26	2	3	4	4½	5	5½	6	6½	7	-									
27	2	3	4	5	5½	6	6½	7	7½	8	-								
28	2	3	4	5	6	6½	7	7½	8	8½	9	-							
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	-						
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	-					
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	-				
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	-			
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	-		
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	-	
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	-
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61*	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

* The same figures should be used when calculating the redundancy payment for a person aged 61 and above

Appendix 3

ENHANCED REDUNDANCY PAYMENTS SCHEME - AFTER 1 APRIL 2007 READY RECKONER FOR EMPLOYEES

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

COMPLETED YEARS SERVICE

AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18	2.2																		
19	2.2	3.3	-																
20	2.2	3.3	4.4	-															
21	2.2	3.3	4.4	5.5	-														
22	2.2	3.3	4.4	5.5	6.6	-													
23	3.3	4.4	5.5	6.6	7.7	8.8	-												
24	4.4	5.5	6.6	7.7	8.8	9.9	11	-											
25	4.4	6.6	7.7	8.8	9.9	11	12.1	13.2	-										
26	4.4	6.6	8.8	9.9	11	12.1	13.2	14.3	15.4	-									
27	4.4	6.6	8.8	11	12.1	13.2	14.3	15.4	16.5	17.6	-								
28	4.4	6.6	8.8	11	13.2	14.3	15.4	16.5	17.6	18.7	19.8	-							
29	4.4	6.6	8.8	11	13.2	15.4	16.5	17.6	18.7	19.8	20.9	22	-						
30	4.4	6.6	8.8	11	13.2	15.4	17.6	18.7	19.8	20.9	22	23.1	24.2	-					
31	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	20.9	22	23.1	24.2	25.3	26.4	-				
32	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	23.1	24.2	25.3	26.4	27.5	28.6	-			
33	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	25.3	26.4	27.5	28.6	29.7	30.8	-		
34	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	27.5	28.6	29.7	30.8	31.9	33	-	
35	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	29.7	30.8	31.9	33	34.1	35.2	-
36	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	30.8	31.9	33	34.1	35.2	36.3	37.4
37	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	30.8	33	34.1	35.2	36.3	37.4	38.5
38	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	30.8	33	35.2	36.3	37.4	38.5	39.6
39	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	30.8	33	35.2	37.4	38.5	39.6	40.7
40	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	30.8	33	35.2	37.4	39.6	40.7	41.8
41	4.4	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	30.8	33	35.2	37.4	39.6	41.8	42.9
42	5.5	7.7	9.9	12.1	14.3	16.5	18.7	20.9	23.1	25.3	27.5	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1
43	6.6	8.8	11	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	30.8	33	35.2	37.4	39.6	41.8	44	46.2
44	6.6	9.9	12.1	14.3	16.5	18.7	20.9	23.1	25.3	27.5	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1	47.3
45	6.6	9.9	13.2	15.4	17.6	19.8	22	24.2	26.4	28.6	30.8	33	35.2	37.4	39.6	41.8	44	46.2	48.4
46	6.6	9.9	13.2	16.5	18.7	20.9	23.1	25.3	27.5	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1	47.3	49.5
47	6.6	9.9	13.2	16.5	19.8	22	24.2	26.4	28.6	30.8	33	35.2	37.4	39.6	41.8	44	46.2	48.4	50.6
48	6.6	9.9	13.2	16.5	19.8	23.1	25.3	27.5	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1	47.3	49.5	51.7
49	6.6	9.9	13.2	16.5	19.8	23.1	26.4	28.6	30.8	33	35.2	37.4	39.6	41.8	44	46.2	48.4	50.6	52.8
50	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	31.9	34.1	36.3	38.5	40.7	42.9	45.1	47.3	49.5	51.7	53.9
51	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	35.2	37.4	39.6	41.8	44	46.2	48.4	50.6	52.8	55
52	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	38.5	40.7	42.9	45.1	47.3	49.5	51.7	53.9	56.1
53	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	41.8	44	46.2	48.4	50.6	52.8	55	57.2
54	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	42.9	45.1	47.3	49.5	51.7	53.9	56.1	58.3
55	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	42.9	46.2	48.4	50.6	52.8	55	57.2	59.4
56	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	42.9	46.2	49.5	51.7	53.9	56.1	58.3	60.5
57	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	42.9	46.2	49.5	52.8	55	57.2	59.4	61.6
58	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	42.9	46.2	49.5	52.8	56.1	58.3	60.5	62.7
59	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	42.9	46.2	49.5	52.8	56.1	59.4	61.6	63.8
60	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	42.9	46.2	49.5	52.8	56.1	59.4	62.7	64.9
61*	6.6	9.9	13.2	16.5	19.8	23.1	26.4	29.7	33	36.3	39.6	42.9	46.2	49.5	52.8	56.1	59.4	62.7	66

- The same figures should be used when calculating the redundancy payment for a person aged 61 and above

This document is also available, on request, in braille, large print or recorded on to tape, and can be translated into Chinese, Punjabi, Urdu, Gaelic and Polish.

Ma tha sibh airson fiosrachadh fhaighinn ann an cànan sam bith eile, cuiribh brath thugainnaig an t-seòladh a leanas.

اگر آپ یہ معلومات کسی اور زبان میں چاہتے ہیں تو براہ مہربانی نیچے دیے گئے پتے پر ہم سے رابطہ کریں۔

閣下如需要這份資料的其他語言版本，請透過以下的地址與我們聯絡。

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ
ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ ਠਿੱਠੇ ਗਏ ਪਤੇ ਤੇ
ਸੰਪਰਕ ਕਰੋ ।

Dokument dost pny jest równie w alfabecie Braille'a, w wersji z powi kszonym drukiem lub w formie nagrania d wi kowego na kasecie. Na yczenie oferujemy tak e tłumaczenie dokumentu na wybrany j zyk.



REDUNDANCY AND REDUNDANCY MATRIX

MANAGER'S GUIDE

February 2011



Quality | Equality | Access | Partnership

1. INTRODUCTION

This Guide has been produced to provide practical advice and guidance to Managers in dealing with redundancy issues within their department in accordance with the Council's Redundancy Policy and Procedures.

It sets out the principles to be used to enable departments to apply the Council's Redundancy Policy and Procedures and Redundancy Matrix fairly and transparently in provisionally selecting employees for redundancy. In so doing it recognises that the Redundancy Matrix sets out principles the application of which will vary depending on the particular circumstances of the employee group in which redundancies are proposed.

This guide takes account of the ACAS guidance on Redundancy Handling and the COSLA Redundancy Guidance for Employees.

The principles outlined in this policy document apply to both voluntary redundancy and compulsory redundancy.

However the guide is also a useful reference document for relevant employees who may be asked to participate as members of a scoring panel to apply a redundancy matrix criteria.

The term Manager, used through this guide, applies to any employee who has delegated authority to deal with redundancy issues within their department.

The Council's Redundancy Policy and Procedures are applicable to Local Government Employees, Craft Employees and Chief Officers. They do not apply to Teaching Staff.

2. DEFINITION OF REDUNDANCY

Redundancy is a form of dismissal. Redundancy only arises in three narrowly defined circumstances:

- the closure of the business
- the closure of the workplace
- a diminution in the need for employees

If, and only if, one of these situations has arisen will the redundancy be a genuine one. To remain fair, the redundancy must be procedurally correct which involves the use of appropriate selection criteria, identification of the selection pool, due consultation, adherence to relevant contractual matters and an overriding requirement that the redundancy is proven to be genuine.

The key point to remember initially is that it is the post that is redundant and not the employee. Once it has been decided that a post is redundant, the question is what will happen to the employee or employees who hold that post.

The foregoing is a summary of the statutory definition of redundancy and does not purport to be a full statement of the legislative provisions relating to redundancy. Where a Manager is in any doubt about matters relating to particular circumstances within their Department then they should seek advice from Human Resources.

3. RESPONSIBILITY

As part of a Manager's responsibility under the Council's Redundancy Policy and Procedures, you should:

- Where the possibility of a reduction in the workforce arises, enter into consultations with Trade Unions at the earliest opportunity with a view to establishing whether the proposed job losses can be achieved by means other than compulsory redundancies. This should take account of the current legal obligations on employers, ie where it is proposed to dismiss as redundant 100 or more employees at least 90 days and for 20 to 99 employees at least 30 days.
- Where any change in departmental structure/staffing requirements results in a compulsory redundancy situation, continue to make every effort to identify suitable alternative posts within the individual employee's notice period.
- Ensure the basis of selection for redundancy, subject always to the Council's need to ensure that the necessary skills, knowledge and balanced workforce are maintained to continue to provide best value in the provision of services, is discussed with the Trade Unions prior to implementation.

4. MANAGER'S APPROACH

You should ensure that you :-

- are sensitive to how employees may feel when advised that their post is under threat of redundancy. A redundancy situation can be a difficult time for employees.
- do not apply the criteria for redundancy for redundancy in a way which is directly or indirectly discriminatory.

- are readily available and accessible for employees to contact during any redundancy process.
- are able to give employees as much information as possible at the first available opportunity to enable them to make relevant decisions regarding the options available to them.
- allow employees who are at risk of redundancy, reasonable paid time off to look for other employment or training as well as assistance with completion of application forms/cvs.
- offer employees appropriate counselling and support measures , as necessary.
- consult with and keep the relevant Trade Union Representatives up to date with developments.

5. REDUNDANCY PROCEDURE

The procedure to be undertaken with regard to dealing with redundancy situations is outlined in the Council's Redundancy Policy and Procedures. In addition, the statutory and discretionary payments which can be made to employees who are being made redundant are detailed in the Policy and Procedures. You should familiarise yourself with its contents prior to dealing with any redundancy situation within your department.

6. SCORING PANEL

In order to apply the matrix criteria, a scoring panel will be established. Membership of the scoring panel and the method of scoring will be subject to consultation with the relevant Trade Unions.

A maximum of three employees will form the scoring panel and under no circumstances should the scoring be undertaken by one individual.

Ideally, the panel will consist of the Manager of the employee group concerned; a Manager from within the Department who is familiar with the work of the employee group concerned together with a representative from Human Resources. The representative from Human Resources will be a member of the scoring panel to observe the scoring process and ensure that the process has been undertaken fairly. All members of the panel will score employees against the matrix criteria.

It is vital that each member of the scoring panel has access to sufficient information on each individual within the selection pool, so that informed judgments are made.

Where a member of the scoring panel has a personal relationship with any of the employee group concerned which could affect their impartiality, they must declare their possible interest to their supervisor with a view to be excluded from the process.

7. REDUNDANCY MATRIX

(A) SELECTION CRITERIA

The following criteria will be used in the selection for redundancy:

Skills and Experience	Score
Displays full competence in current role, is multi-skilled, flexible, able to take on a range of different roles	15
Displays full competence in current role, is multi-skilled, regularly providing support to others	12
Displays full competence in current role	9
Displays competence in most aspects of current role but requires some supervision	6
Has insufficient skills in current role and cannot operate without close supervision	3

Work Performance	Score
Overall performance is outstanding and consistently exceeds the required standard	15
Overall performance exceeds the objectives of the role	12
Overall performance meets all the objectives of the role	9
Overall performance meets most of the objectives of the role	6
Overall performance fails to meet the objectives of the role	3

Attendance Record (over a two year period)*	Score
Excellent attendance/timekeeping, minimal instances of absence	5
Above average attendance, some examples of absence/lateness but less than the selection pool average	4
Attendance/Timekeeping equivalent to the selection pool average	3
Below average or poor attendance/timekeeping compared with the pool average	2
Unacceptable level of attendance/timekeeping	1

* Absences attributed to a disability or pregnancy should be discontinued.

* Any industrial accidents which have been noted in the accident book, been investigated and verified that the employee is not to blame will also be discontinued.

Disciplinary Record*	Score
No disciplinary record	5
Informal disciplinary discussion/letter of concern	4
Verbal warning	3
Written warning	2
Final written warning	1

- only 'live' disciplinary action will score

Continuous Employment	Score
Over 15 years service	5
Between 10 and 15 years service	4
Between 5 and 10 years service	3
Between 2 and 5 years service	2
Up to 2 years service	1

Quality and Accuracy of Work	Score
Generates few faults with no customer comebacks Quality of work is excellent	10
Generates some faults with customer comebacks Quality of work is good	8
Generates average number of faults with customer comebacks Quality of work is satisfactory	6
Generates above average number of faults with customer comebacks Quality of work is poor	4
Generates unacceptable number of faults with customer comebacks Quality of work is very poor	2

The reference period to be used in respect of each criteria in the Redundancy Matrix will be agreed on an individual basis with the Trade Unions.

(B) SELECTION OBJECTIVITY

The purpose of having objective criteria is to ensure that employees are not unfairly selected for redundancy.

In addition to consideration of the elements contained in the Redundancy Matrix outlined in the following section, account will be taken of the cost of making individual employees redundant on either a compulsory or voluntary basis. In this context it is expected that generally savings will accrue within a two year period. Thus, in certain circumstances and where otherwise the scores generated by the Matrix are broadly similar between individual employees then the option which generates savings within the shortest period for the Council will be taken.

The above list is illustrative only, is not exhaustive and may be amended following consultation with the Trade Unions.

Where a criteria lacks quantifiable or factual information then care must be taken to ensure that the supporting information used is relevant and reasonable to be used in these circumstances i.e. a disciplinary record is verifiable and factual whereas quality of work may not be. However, you should establish if there are any factual indicators of an employee's work performance.

You should ensure that each employee's experience is measured on the grounds other than length of service e.g. by objectively assessing breadth of experience, amount of relevant knowledge and level of skills. You should also take into account any relevant documentation to assist you e.g. supervision notes; history of any complaints against the employee etc.

Whatever selection criteria are chosen, care needs to be taken to ensure that the Council complies with the relevant legislation. Even though the criteria may satisfy the test of objectivity, the selection will still be unfair if they are carelessly or mistakenly applied.

As indicated above, in addition to the criteria contained in the Redundancy Matrix account will also be taken of the cost of releasing individual employees.

In situations where proposed redundancies are being accompanied with a restructuring of the service and a revision of roles and responsibilities, then it may be necessary for interviews to be held amongst the pool of affected employees. In these circumstances, the interviews will replace the Redundancy Matrix.

The criteria must not be applied in a way which is directly or indirectly discriminatory on the grounds of gender, race, nationality, ethnic or national origin, age, relationship status, disability, sexual orientation, pregnancy, religion or beliefs, trade union activity etc.

If the Scoring Panel is unable to gather quantifiable or factual evidence or relevant supporting information, then it is recommended that they do not include the relevant criteria in the Redundancy Matrix.

8. TOTAL SCORES

All the scores from each criteria will be added together to achieve the total score for an employee. This total score will be used in the selection process for redundancy.

Where it is necessary to reduce the head count in a work area from 20 to 15, and no volunteers have been identified then a selection matrix is completed for all 20 employees. The 5 employees with the lowest scores will be provisionally selected for compulsory redundancy.

Where it is necessary to reduce the head count in a work area from 20 to 15, and 7 volunteers have been identified then a selection matrix is completed for the 7 employees. The 5 employees with the lowest scores will be given the first opportunity for voluntary redundancy.

9. ACCESS TO MATRIX SCORES

An employee who is declared redundant on the basis of selection criteria has the right to see a breakdown of their score and should be given information about their position on the matrix relative to other employees in the selection pool, subject to the application of the Data Protection Act 1998. They should not be given the specific scores of others in the selection pool.

10. CONFIDENTIALITY

The need for confidentiality at the appropriate stages of any redundancy process should be made clear to everyone involved in the process.

11. SUPPORT FOR MANAGERS

When charged with handling redundancies, you may find yourself in a new situation which you are uncomfortable with and not sure how to handle. Relevant training and support is available from Human Resources. Your Human Resources Officer will be able to assist you when you are approaching difficult conversations with employees and can provide advice on the redundancy payments and options available to employees under threat of redundancy. The

Organisational Development Section within Human Resources can provide training on communication skills; negotiating skills etc.

12. WELFARE

It is recognised that a redundancy situation can be a stressful experience for the employee concerned. The Council will offer support to employees affected through line management, Human Resources and the Employee Counselling Service. This support will seek to provide assistance as necessary in dealing with redundancy, completion of application forms, retraining, interviewee skills and personal problems.

13. APPEALS PROCEDURE

There is a two tier process for employees to access depending upon whether the employee is appealing against the application of the Redundancy Policy and Procedures and/or appealing against their dismissal. For clarity purposes, employees will not be able to submit two grievance appeals in respect of dismissal.

Where an employee is dissatisfied with any application of the Redundancy Policy and Procedures in relation to their own position then they may raise a grievance under the Council's Grievance Procedure in the usual way. The form should be forwarded to their Head of Service.

Employees who are appealing against dismissal from their post on the grounds of redundancy should complete the Disciplinary Procedures Notification of Appeal Form under the section 'Grounds of Appeal (c) - the decision to terminate my employment with the Council (non disciplinary)'. The form should be forwarded to the Head of Human Resources within 14 days of receiving written notification of the dismissal. The appeal will be heard by the Appeals Panel of elected members.

Appeals against Dismissal will receive priority by the Appeals Panel.

14. POST REDUNDANCY SITUATION

Following any redundancy situation regardless of whether it is compulsory or voluntary, employees who remain in the Council's service may be affected by the redundancy process although they themselves may not have been part of the selection pool. They may have issues relating to difficulties of taking on new/more work; lower morale and commitment; reduced motivation etc.

Accordingly, you are encouraged to take measures to minimise any employees' unease and anxiety by:-

- Keeping regular and open communication through team meetings
- Setting out clear plans for the future
- Discussion on changes to job roles, where applicable
- Fostering team working and engendering team spirit

15. RECORD KEEPING

It is important that accurate record keeping is maintained throughout the redundancy process. All correspondence and documentation must be kept confidential in accordance with the Data Protection Act, 1998.

A record of all redundancies will be retained confidentially within the Department of Finance and Corporate Support (Human Resources). The information will be used for statistical purposes only and to establish patterns and consistency. The information will be summarised and filed in a central departmental file. **For further advice contact Human Resources.**

16. MONITORING/REVIEW

To ensure that the Redundancy Policy and Procedures are applied effectively, Human Resources will monitor them on an ongoing basis. The Policy and Procedures will be reviewed on an annual basis or earlier if required following any changes in the relevant legislation or operational requirements.

17. OTHER ISSUES

This document is only a guide and you should familiarise yourself with the contents of the Council's Redundancy Policy and Procedures. Copies of the Policy are available from Human Resources Officers and can be viewed on the Council's Intranet Site via the Human Resources Quick Link.

This document is also available, on request, in braille, large print or recorded on to tape, and can be translated into Chinese, Punjabi, Urdu, Gaelic and Polish.

Ma tha sibh airson fiosrachadh fhaighinn ann an cànan sam bith eile, cuiribh brath thugainnaig an t-seòladh a leanas.

اگر آپ یہ معلومات کسی اور زبان میں چاہتے ہیں تو براہ کرم ہماری سہولتیں منجھو دیے گئے۔ سہولتوں سے رابطہ کریں۔

閣下如需要這份資料的其他語言版本，請透過以下的地址與我們聯絡。

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ
ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰ ਹੇਠ ਦਿੱਤੇ ਗਏ ਪਤੇ ਤੇ
ਸੰਪਰਕ ਕਰੋ ।

Dokument dost pny jest równie w alfabecie Braille'a, w wersji z powi kszonym drukiem lub w formie nagrania d wi kowego na kasecie. Na yczenie oferujemy tak e tłumaczenie dokumentu na wybrany j zyk.



East Ayrshire
COUNCIL