

# Redundancy Procedure

July 2026

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## 1. Introduction

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- 1.1 Bury Council is committed to being a fair and equitable employer, upholding the principle of maintaining the highest possible level of job security for its employees. However, it is recognised that there may be certain circumstances – such as periods of significant financial constraint when staffing reductions may be unavoidable.
- 1.2 In the event of a potential redundancy situation being identified, the Council will seek to minimise the need for compulsory redundancies by limiting external recruitment, exploring redeployment opportunities, considering requests for voluntary redundancy or bumped redundancy and implementing other reasonable measures where practicable. However, should compulsory redundancy become necessary the Council will strive to ensure a consistent and fair method of selection is applied.
- 1.3 This procedure compliments, and should be read in conjunction with, the Employee Consultation Toolkit.
- 1.4 Although this procedure has been subject to consultation with the trade unions where it was jointly agreed, it should be noted that they have not agreed the Redundancy Selection Criteria.

## 2. Objectives

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- 2.1 The objectives of the Procedure for Selection of Staff for Redundancy are to:
  - Ensure the Council complies with its legislative requirements in relation to redundancy situations;
  - Set out a clear framework for the management of compulsory redundancy situations including the application of a Redundancy Selection Criteria;
  - Ensure that where compulsory redundancy is necessary the employee leaves the Council feeling that they have been treated in a fair and equitable manner.

## 3. Process

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- 3.1 Redundancy is the final option and before progressing the employee should be offered voluntary severance or voluntary retirement (dependent on their eligibility).
- 3.2 Where these options are proposed as alternatives to compulsory redundancy, the employing department must complete an Op Dec outlining a business case for approval by Executive Director and a Senior Officer within Human Resources, with the outcome reported to the chair of the Employment Panel.

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3.5 Where a restructure will reduce staffing levels, there may be several stages undertaken before redundancy is determined. For example, applying the 60% slotting in principle, expressions of interest and/ or ringfencing.

If redundancy becomes unavoidable due to a lack of opportunities, such as where there are more employees than roles available or remaining roles have been determined unsuitable, the selection criteria may be applied to determine redundancies.

In some cases, it may be clear from the outset that all affected employees will be made redundant.

The Council's Redundancy Selection Criteria is detailed in Appendix 1.

3.6 The timing of a decision to make someone redundant should not link to the expiry of a fixed term contract if it does not meet the definition as described in the Fixed Term Contract Policy.

3.3 Redundancy selection criteria should only be applied in a confirmed redundancy situation and must assess all employees within the selection pool. Advice should be sought if there is any uncertainty. Guidance is provided at Appendix 2.

3.4 Assessment results will be shared with affected employees, and meetings arranged with the Head of Service to allow challenges to the accuracy of the information. Employees should use the form . This is their only opportunity to challenge scores, which will inform redundancy decisions. Once considered and responded to, no further challenges will be accepted at this stage.

3.5 At the meeting, it should be noted if the employee wishes to challenge the information or not. . Any challenges (e.g. relating to absence or incorrect data) will be reviewed by the Head of Service and HR, with evidence sought as required. Outcomes will be confirmed in writing, including reasons where no changes are made.

Employees may be accompanied at the meeting by a trade union representative or work colleague.

3.6 If any challenges to information result in a change to the scoring this will be amended as appropriate and the updated information will be used to create the hierarchy.

3.7 Following all meetings and challenges, affected employees will be issued with formal notice of redundancy, including: -  
▪ the appropriate notice of termination of employment;

- details of the redundancy payment to which they are entitled and how this has been calculated, and
- the criteria used for selection and their scores as discussed at the meeting.

3.8 Employees will be informed of redundancy decisions in person by their line manager (with HR support) and may be accompanied by a Trade Union representative or work colleague. They will receive copies of relevant procedures and appeal information., aAny appeals should be submitted in writing within 10 working days. See appendix 5 for appeal details.

3.9 Employees under notice will be given priority 1 status under the redeployment policy. Any suitable redeployment opportunities found, must be offered before employment ends and start within four weeks of the end of their employment. Redeployment efforts cease at the end of the notice period.

Accepting suitable alternative employment preserves continuity of service but removes entitlement to redundancy pay.

Unreasonable refusal of suitable alternative employment may result in loss of redundancy pay, as determined under the Redeployment policy.

## **4. Bumped Redundancy**

4.1 The Council may consider the use of “bumped redundancy” in appropriate circumstances to help minimise compulsory redundancies. This involves an employee whose role is not at risk voluntarily leaving (e.g. through voluntary severance or retirement), allowing a displaced employee at risk of redundancy to be redeployed into their post. This approach will only be applied where there is a genuine redundancy situation and where it supports organisational needs while retaining employees who wish to remain in employment.

4.2 All potential bumped redundancy cases will be assessed individually, considering suitability, service requirements, and financial implications. Opportunities will be coordinated through HR, with expressions of interest invited from at-risk employees and assessed against role requirements. Bumped redundancies will only proceed where a clear business case exists and does not result in additional cost to the Council.

## **5. Protection for employees who are pregnant or on maternity leave, adoption or shared parental leave**

5.1 In line with the Maternity Leave, Adoption Leave, Shared Parental Leave (Amendment) Regulations 202 and Neonatal Care Leave and Miscellaneous Amendments Regulations 2025, the beginning of pregnancy to 18 months

after childbirth is a “protected period” during which a woman is entitled to special consideration if this is necessary to make good any disadvantage she might otherwise experience.

5.2 The same protection also applies to employees who are on adoption leave or shared parental leave.

5.3 During this protected period: -

- Selecting an employee for redundancy because of pregnancy, maternity leave, adoption leave, shared parental leave, neonatal care leave or a related reason is automatically unfair dismissal as well as being unlawful discrimination
- Failure to consult an employee on maternity leave, adoption leave or shared parental leave, or six continuous weeks of neonatal care leave, about possible redundancy is likely to be unlawful discrimination.
- An employee made redundant while on maternity leave, adoption leave or shared parental leave, or six continuous weeks of neonatal care leave, must be offered any suitable alternative vacancy if you have one. They do not need to apply for it. The alternative job must be suitable and appropriate for the employee in the circumstances, this means it must be no worse than their previous job with regard to location, terms, conditions and status and they have the capacity to do the work. “Suitable” work should be work the employee can reasonably be expected to do, taking into account their level of seniority and skills; and on terms and conditions that are not substantially less favourable.

5.4 If there is only one job and more than one person on maternity leave, adoption leave and/or shared parental leave and/or six continuous weeks of neonatal care leave, you will have to consider for whom it is most suitable.

5.5 In these situations you must seek specific advice from the HR team.

## 6. Redundancy payments

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6.1 To qualify for a redundancy payment an employee must have at least 2 years’ continuous employment.

6.2 For the purposes of calculating redundancy payments continuous service includes organisations listed in the Redundancy Payments (Local Government) Modification Order 1983,

6.3 Qualifying employees will receive a redundancy payment calculated in line with the statutory matrix in place at the time; currently: -

Age	Entitlement
21 years or below	Half a week’s pay
22 – 40 years	One week’s pay

41 and above	One and a half week's pay
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The maximum entitlement being 20 years at one and a half weeks' pay = 30 weeks' pay.

When using the above amounts to calculate an employee's entitlement to redundancy pay you should note that where an employee's service crosses two age categories, the figures in each band should be added together.

The number of weeks' redundancy pay to which employees may be entitled can be calculated [Calculate your statutory redundancy pay - GOV.UK](#)

6.4 s limit on the calculation of a weeks' pay. Redundancy payments will be calculated on the basis of the employee's actual weeks' pay.

Calculation of a weeks' pay:

- For employees who work normal working hours and their pay doesn't change a week's pay is their basic weekly wage or salary i.e. annual salary / 365 X 7. Overtime earnings are not included unless overtime was part of their normal working hours.
- For employees whose normal working hours vary from week to week because of shift work, and their earnings vary as a result, a similar calculation is done but the average hourly earnings are multiplied by the average weekly hours over the same 12 weeks.
- For employees who have no fixed working hours, their week's pay will be your average weekly earnings in the 12 weeks before the calculation date.

An employee who has two years continuous service with local government or a Redundancy Modification Order body is entitled to a redundancy payment based on the statutory matrix and in accordance with the definition of a week's pay. The maximum length of service counted for statutory redundancy pay is 20 years.

Attached at Appendix 6 is the Statutory Redundancy Pay Table.

## 7. Taxation on redundancy payments

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7.1 Statutory redundancy payments are expressly exempt from income tax. Occupational redundancy payments up to £30,000 are non-taxable, but any amount paid over the £30,000 limit would be subject to tax.

## 8. Time off to seek new employment

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8.1 An employee with at least 2 years continuous service at the dismissal date has a statutory entitlement to reasonable time off with pay during their notice

period to look for new employment or to make arrangements to undertake training for future employment. This includes time off to attend job interviews, visit employment agencies or a job centre in connection with new employment.

- 8.2 An employee wishing to make use of this right should discuss the request with their manager. A request will not unreasonably be refused. An employee taking such time off will not be required to make up the time taken by working additional hours or using their annual leave entitlement.

## Appendix 1: Redundancy selection criteria

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This is only to be used in a redundancy situation.

- Sickness Absence Record (2 year period)
- Live Disciplinary Warnings
- Capability Status
- Recruitment Interview

Disciplinary, capability and sickness absence/industrial injury records should be considered by looking back over 2 years from the start date of the formal Consultation period.

### (A) SICKNESS ABSENCE (based on the Bradford Index Methodology):

1. Calculate Sickness Absence Score for less than a 2 year period:

Score = % of Working Time Lost x Number of Periods of Absence x Number of Periods of Absence / number of full months worked) x 24 x 2

2. Calculate Sickness Absence Score over a consecutive 2 year period:

Score = % of Working Time Lost x Number of Periods of Absence x Number of Periods of Absence x 2

#### NOTE:

There are no exceptions to the inclusion of sickness absence periods other than those relating to a confirmed disability as defined in the Equalities Act, to maternity or pregnancy-related absence, or to an industrial injury (unless the result of clear negligence on the part of the employee).

Further guidance on the calculation of this score is included as Appendix 2.

### (B) DISCIPLINARY

1. Examine disciplinary record for live warnings.
2. Calculate score from banding below:

<b>SANCTION</b>	<b>SCORE</b>
No Warning	0
First Warning	200
Written Warning	500
Final Written Warning	2000

### (C) CAPABILITY

1. Examine capability record for live warnings.
2. Calculate score from banding below:

<b>CAPABILITY STATUS</b>	<b>SCORE</b>
No issue	0
Stage 1/2	200
Stage 3	500
Stage 4	2000

### (D) RECRUITMENT/WORKING INTERVIEW and/or SKILLS ASSESSMENT OF KEY JOB RELATED SKILLS (*whichever most appropriate to job*)

#### **RECRUITMENT INTERVIEW/WORKING INTERVIEW**

1. Ensure person specification/job description accurately reflects the duties of the post(s).
2. Identify 5 key questions/areas relating to the skills, knowledge and abilities of the post.
3. Interview/working interview with relevant staff in accordance with the Authority's Recruitment and Selection Code of Practice.
4. Score each question on the normal scale (0-4) - (clear, objective marking schemes and benchmark answers should be written to ensure consistency)
5. Multiply final score by 200

#### **SKILLS ASSESSMENT OF KEY JOB RELATED SKILLS**

1. Ensure person specification/job description accurately reflects the duties of the post(s).
2. Identify 5 key skill areas of the post.
3. Carry out practical assessment of chosen skill areas.
4. Use scoring mechanism as above including objective marking scheme/benchmark answers.

### (E) OVERALL CALCULATION

**A** – Sickness Absence

**B** – Disciplinary

**C** – Capability

**D** – Recruitment Interview or Practical Assessment

**E** – Final Score

**E = D - (A+B+C)**

The post(s) should be offered to the **highest** scorer(s).

## EXAMPLES

1. A member of staff had with over 2 years' service has 2 periods of absence each of 5 days over the 2 year period. They have no capability issues but have a live written disciplinary warning on file. During the interview, they scored 3000.

Sickness score = 30.68. Capability score is 0 and the disciplinary score is 500.

$$3000 - (30.68+500+0) = 2469$$

2. A different member of staff has 12 months' service during which they have had 6 periods of 3 days absence. They had been going through the capability procedure at Stage 2 but had no disciplinary record. They scored 2600 at the interview.

Sickness score = 994. Capability score is 500 and disciplinary is 0.

$$2600 - (994+0+500) = 1106$$

3. A third member of staff with over 2 years' service has an overall 10 periods of 3 days and consequently is at Stage 3 capability. They have no disciplinary record and they also scored 2600 at interview.

Sickness score = 2301. Capability score is 2000 and disciplinary is 0.

$$2600 - (2301 +0+2000) = - 1701$$

## Appendix 2: Guidance on the calculation of the sickness absence score (based on the Bradford Index Methodology)

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### Calculation of Sickness Absence

1. Sickness absence is calculated by reference to sickness and industrial injury records held on the Trent HR system. There are no exceptions to the inclusion of sickness absence periods other than those relating to a confirmed disability as defined in the Equalities Act, to maternity or pregnancy-related absence, or to an industrial injury (unless the result of clear negligence on the part of the employee).
2. Sickness absence and industrial injury records are considered looking back over 2 years from the start date of the formal Consultation period.
3. Sickness score is calculated in the following way:
  - a. Calculate employees annual hours - Basic Hours X Weeks Worked = Annual Hours (note: 52.143 are the number of weeks worked for employees working all year)
  - b. Calculate % working time lost - Hours lost due to sickness / Annual Hours X 100 = % Working Time Lost
  - c. Multiply % Working Time Lost by the number of periods of absence twice - % Working Time Lost X periods of absence X periods of absence
  - d. Multiple this by 2 to give the final score for sickness absence
4. For employees with less than 2 years' service the calculation is increased pro rata based on completed months of service; i.e. (% Working Time Lost x Number of Periods of Absence x Number of Periods of Absence / number of full months worked x 24 x 2

**NOTE:** Employees are able to challenge the information if they feel absences should be excluded, for example because they are pregnancy, maternity, disability or industrial injury related – see process.

Examination of evidence may include reference to: -

- Self Certification Sickness/Injury Form [this cannot be changed retrospectively];
- PC8;
- HS1;
- Reports from Occupational Health



## Appendix 3: Redundancy appeal procedure

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HR will co-ordinate and arrange the Redundancy Appeal Panel in consultation with all parties, including the appellant. A Redundancy Appeals Panel will only be convened in a redundancy situation.

The **Redundancy Appeal Panel** will consist of three officers, namely the a Chief Officer from Legal and Democratic Services (or their representative), who should act as Chair, a Senior Officer from HR, (or their representative) and a Chief Officer who is not involved in the selection of the appellant. There may be a note-taker present.

The officer presenting on behalf of management may be accompanied by the HR representative who advised them during the redundancy selection process. The Trade Union representative may also be accompanied by a support officer.

### Timescales

The applicant and respondent will be given at least 514 calendar days' notice of the date of the appeal.

All documentation must be submitted 10 calendar days prior to the date of the appeal. Papers will be distributed to Panel members, applicant and respondent 7 calendar days prior to the appeal.

Unless there are extenuating circumstances, appeals will be arranged and heard within 30 working days of the receipt of the written request. Where it is not possible to arrange the appeal within 30 days, the applicant will be kept informed of any delays.

### How to lodge an appeal

The employee must lodge their appeal in writing within 10 working days of receiving the written notification of their selection for redundancy. If the appeal is received outside of the 10 working day time limit, it will be declared out of time, and will not be heard.

An appeal must be addressed to the Assistant Director of People, Inclusion & Culture, who will acknowledge receipt of the appeal in writing within 2 working days.

### Appeal Hearing

1. The Chair of the Redundancy Appeals Panel will introduce the Hearing and explain the procedure.
  - The Applicant (employee) will state the nature of the case.
  - The Respondent (management) will be given the opportunity to ask questions.
  - The Chair and other Panel members will have the opportunity to ask questions.

- The Respondent (management) will state the nature of the case.
  - The Applicant (employee) will be given the opportunity to ask questions.
  - The Chair and other Panel members will have the opportunity to ask questions.
  - The applicant and respondent may summarise the main points of their case if they so wish. No new evidence or information may be included.
  - The Redundancy Appeals Panel will adjourn to consider the case.
2. At the appeal hearing the employee may be accompanied by his or her Trade Union representative or work colleague.
  3. The outcome of the appeal will be conveyed in writing within 5 working days of the hearing.
  4. The Redundancy Selection Appeals Panel, having considered submissions from both parties, can determine whether the decision to make the redundancy was fair, whether the procedure was used correctly and/or whether any new evidence submitted would have made a difference to the decision to make the redundancy.
  5. The decision of the Redundancy Appeals Panel is final.

## Appendix 4: Statutory redundancy pay table

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



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